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## 'INCREASING THE CAPACITY OF THE STATE TO MEET ITS OBLIGATIONS TO THE CITIZENS, READY TO SERVE'

The new political dispensation has posed numerous challenges and opportunities to both the Government communication system and government communicators specifically. The democratic breakthrough of 1994 signalled government's commitment to society – a commitment to create space for every member of society to participate in building our new democratic state, based on the respect of human rights and human development.

It is this paradigm that compels a government communicator to view communication as a strategic element of service delivery. Because this challenge is new to all of us, it is a critical and challenging period of great learning.

One of the core decisions taken by the Cabinet in September 2000, was that 'a handbook on Government Communication will be published by Government Communications (GCIS), to entrench the new ethos and approach'. This Government

Communicators' Handbook is designed to assist government communicators to locate themselves in the overall government communication system in a rapidly changing working environment.

In a sense, this Handbook seeks to provide the government communicator with simple guidelines and reference tool around government communication. These guidelines include among others, Government Communication Strategy (GCS), media liaison and management, campaign management, Development Communication, understanding of government policy, marketing and advertising, and managing the corporate identity of the government.

In the First Decade of Democracy we have witnessed the dawn of many positive changes with respect to providing a professional, effective and efficient government communication service. The establishment of the GCIS has ushered in a new approach to shape the integration, co-ordination and improvement of government communication.

This includes among others, promoting policies and mechanisms, which encourage diversity of the media, communication and information resource management, professional, effective and creative communication service, broadcast production, content development and production, distribution channels and media placement.

Strategy and planning remain key elements for effective, integrated and co-ordinated government communication. The capacity to communicate with one voice is manifested in such practices as pre-Cabinet meetings, Government Communicators Forum (GCF), Media Liaison Officers (MLO) Forum, Communication Clusters, post-Cabinet briefings and joint communication around programmes and campaigns undertaken collectively by some Ministries.

However, there is still a number of challenges lying ahead for government communicators and the country at large. As stated earlier, the central challenge is to infuse an appreciation of government communication as a strategic element of service delivery. Related to this is the challenge to grapple with managing public perceptions. Essentially, citizens who experience government's performance in all spheres of governance form their own perceptions about the implementation of government's Programme of Action.

It is within this context that government communication is based on the premise that access to development information enables people to become active and conscious participants in the complex process of social transformation.

Key among these is the commitment to intensify direct and unmediated communication with the public and professionalising all aspects of our operations with an emphasis on planning and implementation, sharpening media response mechanisms and nurturing the relationship between the media and government.

It is hoped that this Handbook will add value and further equip government communicators with requisite skills and knowledge to broadly locate themselves in the entire government communication system.

**Mdu Lembede**

## **Chief Director: Government and Media Liaison Government Communications (GCIS)**

### **Introduction**

This Government Communicators' Handbook seeks to provide government communicators in all spheres of government, with an overview of a government communication environment, practical guidelines and quick reference relevant to their work. It is also written with sufficient flexibility to be adapted as and when required to enable government communicators to be effective and innovative in their day-to-day work. Emphasis will be on accessible and succinct guidelines to provide the communicator with quick reference, a one-stop-shop solution to challenges, which transcend all government communication areas.

The Handbook covers the history, the paradigm and the political framework within which government communication in South Africa takes place. It also provides an overview of the communication structure and the role of the GCIS in co-ordinating government communication.

The Government Communicators' Toolkit within the Handbook also, as its main objective, provides the communicator with simple practical guidelines relating to the challenges facing a government communicator generally, and a South African communicator in particular. The Toolkit is followed by attached relevant documents of significance to the work of a government communicator.

To help the communicator in a complete manner, the last section is a list of names and addresses of media companies. There is also a list of relevant websites providing quick information service for communicators at work and of late, a new editorial styleguide for government publications.

### **Government Communication in context**

The current context of government communication takes cue from the constitutional imperative of freedom of information founded on the objectives to make a visible shift from the Apartheid state to a truly democratic state. The free flow of information, open dialogue, openness and accountability and media freedom are all fundamental tenets of a thriving democracy.

This compels government to ensure that it maintains a continued interaction with the citizenry. This communication guarantees an informed and appropriate response to people's needs in order to enable all South Africans to become active and conscious participants in the process of social transformation. It also ensures that government is sensitive to the needs of the people.

### **3.1 The National Environment**

Government's Programme of Action for each year is outlined by the President in the State of the Nation Address (SONA) and the Budget Speech by the Minister of Finance. They both serve as agenda and tone setters for the government's priorities that shape the content of government communication. All of these fundamental imperatives essentially create and present communication implications, opportunities, space and challenges to government communicators in an ever-changing environment. Therefore, it becomes necessary for government communicators to regularly assess the

communication environment and identify communication opportunities that may need to be exploited in order to communicate a coherent and cohesive message to the public.

South Africa has a government of the people, founded on democratic principles, and with democratic majority rule entrenched in all spheres.

There is a general optimistic national mood, with a marked acknowledgement of the democratic gains of the country's transition. While the registered changes are irreversible, this mood exists alongside the view that there is also a sense that the historic fault-lines in our society still persist. This mood provides communication with a solid foundation, an enabling space for Development Communication to thrive and an exciting time and challenge for every government communicator.

The Programme of Action, with its purposeful character, creates a sense of a decisive shift and presents a welter of challenges for government communication in that it demands from government communicators to have a firm grasp of government policies and priorities which, essentially, inform the allocation of resources. This includes an objective analysis and understanding of research, media reports and commentary around the quality, pace and comprehensiveness of service delivery which shape people's attitudes and perceptions about government's commitment to improving their lives.

### **3.2. The Media Environment**

It is critical for a government communicator to understand that no political environment is static. For this reason, it is important for every communicator to assess the social, economic and political environment periodically. The function of government communication in the current political dispensation is founded on principles mentioned earlier, and operates within this constitutional and political framework.

While this framework remains a conducive environment for democratic consolidation, ownership and control of the media remain issues that need special attention. These are central challenges that the Media Diversity and Development Agency (MDDA) would address in terms of creating an enabling environment for a multiplicity of voices and diversity of opinions to flourish. So, while government communicators' function or must function within this paradigm, transformation of the newsrooms may not happen at a pace consistent with this democratic paradigm.

The year 1994 was the beginning of irreversible steps in ensuring media freedom. While, generally, the media agenda has been in some respects consistent with the positive national mood, it has tended to be more narrowly negative and heavily weighted towards an oppositional perspective. To a greater extent, this has been a manifestation of a mindset rather than judgement based on verifiable issues.

On the whole, the sensitivity towards criticism expressed on the part of government has also been a manifestation of mistrust rather than lack of commitment to media freedom. In the event where the relationship between government and the media has been strained at times, this has never resulted from any act or intent to silence the media. Nor has it ever led to action or threat to revoke the constitutional obligation to media freedom and the general right to information.

Generally, there is a positive climate in the country for developmental communication to take place. Furthermore, the Government pursues service delivery with a firm belief that communication itself is a site of service delivery, a constitutional obligation and a fundamental component of the government's political mandate.

The Toolkit is meant to share with government communicator's mechanisms of dealing with different functions expected of them. It will outline the policy positions relating to their work as well as provide guidance on how to approach certain functions.

#### **4.1 Government communication as a co-ordinated function**

The Communication Task Team (COMTASK) that was set up by Cabinet in 1995 to investigate and make recommendations about government communication revealed as part of its findings that 'government lacks central co-ordination of messaging and adequate planning of information campaigns'.

As a result of COMTASK's findings and recommendations, government established the GCIS as a structure within which the framework of all government communication and information would be co-ordinated. The GCIS was given a mandate to introduce a system that is comprehensive, integrated, streamlined and structured for delivery.

Over the past few years since its birth in May 1998, the GCIS has put in place systems to co-ordinate and plan the communication work of government. Among these is the Extranet, which serves as a calendar of events designed to enable government communicators to share their plans for public activities and programmes. This system enables communicators to take advantage of the opportunities created by other departments for bilateral work, to be more sensitive to the environment within which information is released and approaches taken, and to be more proactive in setting the government agenda.

Additional to this is a series of forums for government communicators at national, provincial and local level designed to ensure collective planning and strategising around communication in government.

The GCF, which is convened quarterly by the GCIS, provides a platform for government communicators to plan and identify communication opportunities across all spheres and sectors of government through substantive discussions and joint planning to fulfil the Government's commitment to accelerate service delivery. The introduction of the GCF web page ([www.gcis.gov.za/gcf](http://www.gcis.gov.za/gcf)) assists government communicators to access minutes of previous GCF meetings, presentations and current information around government communication issues.

In addition, Communication Clusters have been established to provide a platform for government communicators to jointly plan and collectively implement government communication programmes. These Communication Clusters are designed in the same manner as the Cabinet Clusters and thereby allow for communication programmes to be developed on the basis of concrete plans that emanate from the Cabinet.

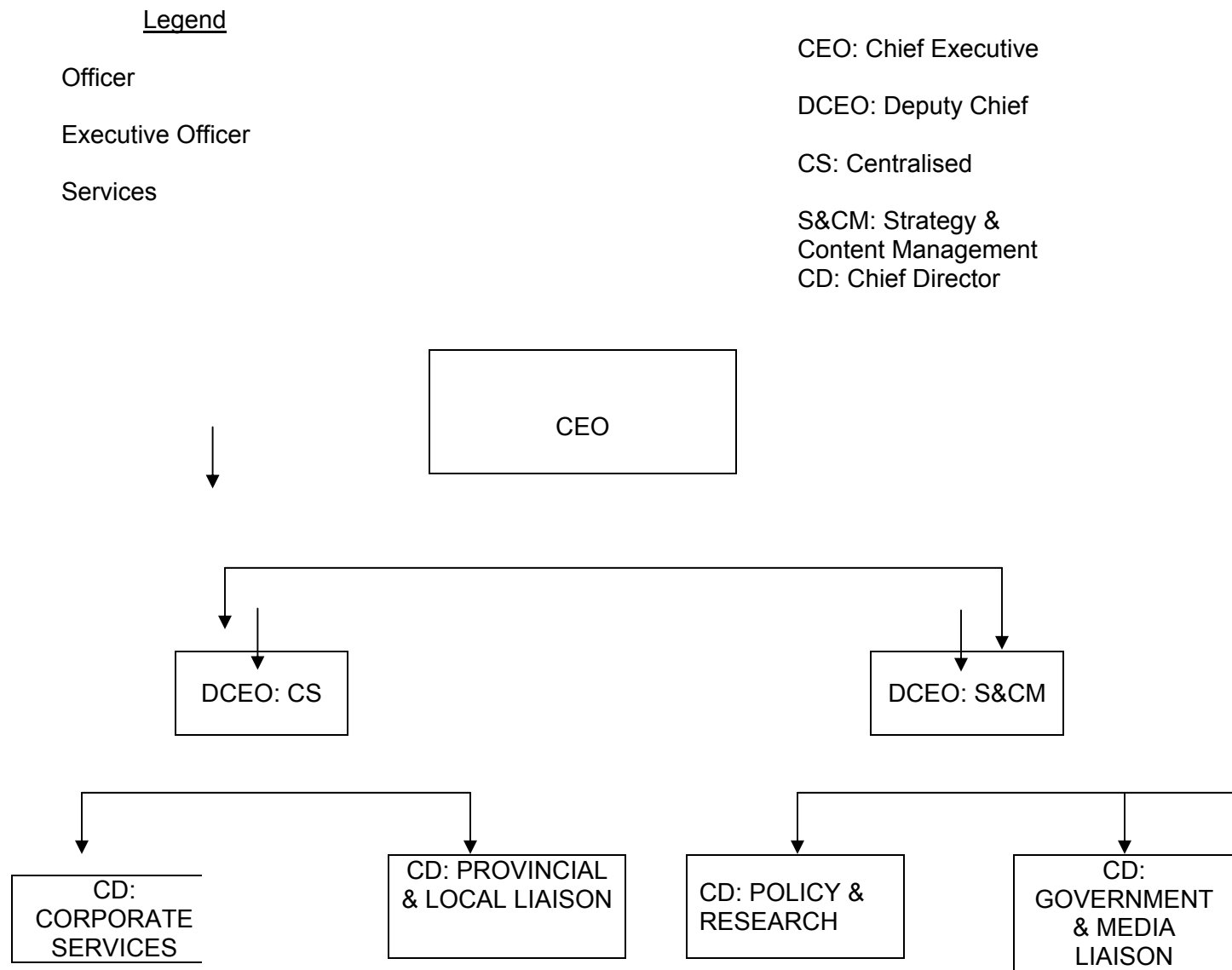
*BuaNews* Online is an electronic government publication targeting especially community media. It provides stories on a daily basis covering activities of government and other sectors of society to mainly community media across the country. The Head of GCIS sits

in Cabinet and conducts post-Cabinet briefings to communicate the decisions taken by the Government on a number of policy matters.

Accordingly, Communication Clusters, the GCF, *BuaNews* Online, Post-Cabinet Briefings and Parliamentary Briefing Weeks have helped enhance government's approach to co-operative governance and have responded to the need for a co-ordinated process of realising messages and information of government.

These efforts have created a new consciousness and appreciation of communication as a strategic tool for service delivery.

## GCIS SECRETARIAT STRUCTURE



## CHIEF DIRECTORATES

- Corporate Services is in charge of the human resource needs of the organisation. This section is responsible for the overall leadership and management of the activities, personnel and budget of the two Directorates: Human Resources and Training Services, and the Subdirectorates: Internal Communication, Human Resource Management, and Information Centre.

Tel: (012) 314 2402.

- Government and Media Liaison (G&ML) co-ordinates and facilitates the development, analysis and implementation of communication strategies. It manages and strengthens the relationship between government and the media, and convenes all the co-ordination forums aimed at promoting the integration of government communication. G&ML is responsible for the overall leadership and management of the activities, personnel and budget of the three Directorates: National Liaison, International and Media Liaison, and News Service, as well as the Communication Centre, Parliamentary Office and Parliamentary Resource Centre.

Tel: (012) 314 2108.

- Policy and Research is responsible for analysing the impact of government policy as well as research into the communication environment within which government operates. This section also facilitates research into the communication needs of other government departments on request. The Chief Directorate is responsible for the overall leadership and management of the activities, personnel and budget of the two Directorates: Policy Development and Research.

Tel: (012) 314 2176.

- The Communication Services Agency (CSA) is responsible for the content development and production of government information products; co-ordinating bulk-buying of advertising and marketing space for government; and managing the video, photography and radio units of GCIS. CSA is responsible for the overall leadership and management of the activities, personnel and budget of the three Directorates: Content Development, Product Development, Marketing, Advertising and Distribution, as well as the Subdirectorate: Support Services.

Tel: (012) 314 2297.

- Provincial and Local Liaison (PLL) is responsible for the co-ordination and facilitation of all development communication work aimed at providing government information and services to citizens of South Africa to better their lives and promote development. One of the leading approaches in providing such useful information and services is through the establishment of Multi-Purpose Community Centres (MPCCs), one-stop information and service points that are being rolled out in especially rural and under-served areas. PLL is responsible for the overall leadership and management of the activities, personnel and budget of the following Directorates: PLL Administration, Institutional Development, and Local Liaison and Information Management. The nine regional and 85 district-based GCIS offices are also co-ordinated through PLL.

Tel: (012) 314 2426.

- The GCIS Project Desk assists government departments with specific campaigns and events. It develops a Government Communication Programme (GCP) and constitutes

project teams in line with the imperatives of the GCP. It receives and processes cross-cutting communication projects / campaigns requests for assistance from other government departments on behalf of the GCIS. These requests for assistance relate to strategising for communication:

Tel: (012) 314 2293.

- The Information Management and Technology division is responsible for the efficient and effective utilisation of information and information technology as strategic resources in the execution by GCIS of its functions. The section comprises four sub-programmes: Network and Server Support; Regional Support and Training; Systems Development, Electronic Information Resources.

Tel: (012) 314 2187.

## **Government Communication Strategy**

The GCS sets the framework for government communication each year. Taking serious account of their key programmes, departments are expected to follow this framework in determining their communication strategies and plans. The GCIS is mandated to monitor progress in the implementation of the GCS. The Cabinet *lekgotla* deliberates on the broad programme and strategic priorities of government.

Towards the end of each financial year, departmental reports are assembled for the SONA. The President announces the Government's Programme of Action in the SONA at the beginning of each financial year. On the basis of this programme, the GCIS then finalises the GCS. At this point, the GCIS then presents the government communication programme with the central government message, which then guides the work of a government communicator for that particular year. Heads of Communication (HoCs) are, therefore, expected to submit to the GCIS, departmental communication strategies and programmes that are developed in line with the overall GCS within two weeks of Cabinet approval.

### **4.3 Generic framework for developing a communication strategy – a process in outline**

#### **Why strategise for communication?**

A thousand voices speaking without a common message and single purpose will in the end just make an indistinct noise that few will hear.

We must, therefore, speak with shared purpose and clarity of message. Our actions must be informed by an understanding of the environment we are working in, of who we are trying to reach, what they are thinking, how they are best reached.

In other words, we must strategise for communication, translating our ideas into a concrete Programme of Action that promotes our objectives.

#### **The strategising process:**

There are many ways of approaching this challenge. What follows is a process that has emerged out of the GCIS' own experience in strategising for communication. It is



formulated in nine steps. But this is not a mechanical process that yields automatic results. It needs hard work and lots of thought.

These steps are the elements of developing strategy for communication and implementing it. Each step is of critical importance and interlinked. But there is a logical order. We need, early on, to give critical attention to two elements – Objective and Message – to ensure that our work will not be undermined.

Strategising is about how to achieve objectives but if we are unclear about our objective or get it wrong, then all the rest will be of little or no value. We also need to correctly define what we want to say.

The communication strategising process entails the following core elements: Background; Objectives; Environment; Communication Challenges; Messages and Themes; Messengers; Audiences and Channels; Types of Event; A Phased Communication Programme; Structures and Processes, and Action Plan.

- **Background**

Outlines what has led to the need for the communication strategy in order to ensure that we are on the right track

- **Objectives**

Clarify intended outcomes and purpose of the campaign. It may be to educate, reassure people, receive feedback about a departmental programme, change perception, etc.

- **Environmental analysis/  
Communication Environment**

This will define the terrain and environment in which you choose to communicate. It should deal with issues like the public mood, the media agenda, concerns and attitudes of varying sectors and forces, potential for improving environment, etc.

It is critical to understand the environment before implementing the communication strategy. In fact, the exercise of scanning the environment contributes greatly to the effective development of a communication programme. Such a scan may require a number of areas not clearly understood by the public and therefore needs further research.

- **Communication Challenges**

Having considered broad OBJECTIVES in the context of a defined ENVIRONMENT will lead you to identify specific communication CHALLENGES which have to be met successfully in order to achieve the objectives.

Once challenges are clarified, it will be possible to know exactly what it is we must communicate and how that should be done.

- **Messages and Themes**

It is critical to indicate the themes and concepts that are associated with the communication effort being undertaken. A distinction can be drawn between core themes and sub-themes.

Once this has been done effectively it will be possible to formulate a core message.

When adopting a core message it is critical to integrate it with the Government core message for the year. For instance, recent key messages were Unity in Action for Change for 2001 and A Nation at Work for a Better Life for all in 2000.

The Government's core message is particularly important because it communicates the central message adopted by the Cabinet in the national communication strategy.

- **Messengers, Audience and Channels, Types of Event**

A campaign should always have its own voice. Who is to speak for it? To whom? And in what ways? Through which channels?

- **Phased Communication Programme**

There are two parts here: phasing of a campaign and the broad outline of a communications programme.

Very rarely is there just one stage to a campaign. One may move, as in the case of Y2K from a first phase of education and awareness to a second of mobilising for action to prepare for the millennium, and then a third one of reassurance that the country is prepared. Each phase has its different needs and challenges.

Then one can begin, and it may be no more than beginning, to map out a broad communication programme.

- **Structures and Processes**

Implementing the communication strategy requires consultation with various structures. It has to be well articulated who the partners in the programme are and what their role will be.

- **Communication Strategy Document and Action Plan**

A well-written Communication Strategy Document is a critical instrument for a good campaign.

The document will be the guide for all future action, the standard against which the success or failure of communication is measured, and also the most critical means for keeping the campaign on track.

It needs to be clear and concise, and well-written in a form that is easily understood and persuasive, not as a series of bullet-points but as a logical presentation of the thinking behind the strategising, crisply articulating the core message and the themes.

To put into practice the ideas resulting from strategising requires an Action Plan that spells out in detail what is to be done for each event in the programme; who is to do it; what its specific targets and objectives are, budgets, and so on. This will also serve as an instrument of strategic management and co-ordination to make sure the objectives are met.

An Action Plan is best set out in a table format (see example below).

A critical part of the action plan is to identify other supporting plans needed, for example:

- media liaison strategy consisting of a detailed plan of interviews, press briefings, media/journalists to be targeted, opinion pieces, etc. Most importantly, a statement of key messages, and Frequently Asked Questions (FAQs) and Answers, should be developed for use by communicators and writers, especially for campaigns whose objectives are to educate and inform, and have a medium term to long term duration. There is a need for a positioning strategy with a clear statement of the type of brand identity to be developed, something related to the Objective, Challenges and Message.
- A distribution strategy citing a detailed plan on how the various products/services will be disseminated to the identified target audiences.

#### **4.4 Politics and a government communicator**

Case Study: Take the dilemmas of Mike McCurry, Clinton's spin-doctor. 'He had a masterful tact, a profound understanding of the ebb and flow of the fungible commodity called news. He would deflect questions with artistic ease, sugar-coating the messes into which the Clintonites most often found themselves. While he at times relied on sometimes deceiving and scolding some reporters as a tactic, he never lost sight of the need to establish relations with them.' He understood one thing, that many of the messages relating to issues from policy to scandals about campaign fundraising, reporters formed the core of mediators of messages that would flow from the White House. His changing tactics were always based on an understanding of where Americans were in relation to each story. If there was fatigue on the side of the citizenry in regard to the campaign funding story for instance, he would adopt a hard line to those reporting. But his job entailed a persistent dilemma, as he stood 'squarely at the intersection of news and propaganda, in the white-hot glare of the media spotlight, the buffer between self-serving administration officials and a cynical pack of reporters'. At all times he was guided by what he believed were his fundamental principles; telling the truth, giving citizens a sense of the White House, and protecting the President. Like all communicators he understood that the complexity of his job was the fact that every syllable he uttered was transcribed by news agencies. In the same manner, every communicator must learn the skill of never to compromise the truth, but 'tiptoe up to the line separating flackery from falsehood without crossing it.' (Kurtz, H: Spin Cycle: 1998)

If there is one area of governance which fully represents the political and administrative interface and dilemmas, it is the task of communication. The communicator straddles the delicate and precarious balance of political and administrative operations, harmonises the varying emphasis of these two Siamese fraternities to emerge with messages which reflect their unity of purpose. It is usually a government communicator who must deal

with packaging messages in a manner which harmonises the administrative and political arms of government. This difficulty of the administrative and political interface is represented by individual Ministers on the one hand, and the Departmental Heads on the other.

Indirectly, the communicator is likely to be embroiled in party political expressions as he/she communicates policy positions most of which, if not all, are associated with a ruling party. In this way a government communicator stands in conflict with opposition parties. It is this political trajectory that poses a great challenge for a government communicator.

More often than not, government communicators find themselves in a dilemma, with political representatives who want them to play roles of communication which may seem party political in nature. But government communicators are public servants, whose operational code is impartiality and professionalism as encapsulated in the public service regulations.

It must also be noted that communication tends to be an embodiment of politics and government administration with messages emerging from the administrative-political melting pot. The following is an abridged version of guidelines regarding the conduct of government communicators during elections.

#### **4.4.1 Guidelines on government communication during an election period**

The period of elections is usually a testing time for government communicators because it requires a government communicator to identify the fine line between party political communication and government communication. It is normal practice in most democracies that, during an election period, particular attention is paid to ensuring that government communication structures and officers do not act in a way that advantages or disadvantages participants in the electoral contest.

Prior to the national elections in 1999, the GCIS developed Guidelines on government communication during the formal election period.

On 31 March 1999, the Cabinet decided on a possible 'framework to be formulated to regulate against the dissemination of government information during election periods' in a way that is to the advantage of one political party and to the disadvantage of others. It adopted the Guidelines on 28 April 1999.

The Guidelines remain relevant and are meant to assist government communicators and other relevant public servants in determining the specific parameters within which they should conduct their work during an election period.

#### **4.4.2 Scope of Application**

According to the Independent Electoral Commission (IEC), an election period is the period during which the IEC's Code of Conduct and the Independent Communication Authority of South Africa's regulations apply. For the municipal elections this period will be determined once the date for the election has been announced, and party lists are

submitted and participating parties and candidates confirmed. The period will end when election results are certified and announced.

The regulations state that during an election period: 'State-financed media shall not be used for the purpose of promoting or prejudicing the interests of any political party.' What is State-financed media? 'State-financed media means any newspaper, book, periodical, pamphlet, poster, media release or other printed matter, or statement, or any audio and video material, or any information in electronic format such as CD-ROM, Internet or e-mail which is produced and disseminated to the public, and which is financed by, and directly under the control of government'. Examples of State-financed media include *BuaNews* Online, internal government newsletters and magazines.

These regulations apply only to communicators and other relevant public servants. Ministers, other political representatives, contractual workers and employees in role-playing posts in government are regulated by the Ministerial Handbook.

#### **4.4.3 Public Service Act**

In terms of the Public Service Act, 1994 (Act 103 of 1994), public servants are prohibited from acting in a manner that is intended to promote or prejudice any political party. In particular, Section 36 (c) of the Act reads: 'an officer or employee may not draw up or publish any writing or deliver a public speech to promote or prejudice the interests of any political party.'

According to Section 20 (g) of the Act, 'an officer, other than a member of the services or an educator or a member of the National Intelligence Services, shall be guilty of misconduct and may be dealt with in accordance with public service regulations if he or she makes use of his or her position in the public service to promote or to prejudice the interests of any political party.' This includes the use of government resources.

During an election period, these and other provisions of the Act continue to apply to all public servants. Communication agencies and components of government and their employees have to exercise special care to ensure that their media products, statements and public events do not promote or prejudice any political party. It is this political trajectory that poses a great challenge for a government communicator.

#### **4.4.4 Constitutional Rights and Obligations**

Government communicators and their departments should continue meeting the obligation of government to provide information to the citizenry. Thus, they should continue exercising their responsibility to articulate, promote and defend the policies, programmes and actions of the Government. Like all other citizens, communication officers have the freedom of association: to belong to any party of their choice.

### **4.5. UNDERSTANDING GOVERNMENT POLICY**

The Government policy to communicate with the people is founded on the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). Section 32 (1) of the Act states that:

- (1) Everyone has the right to;
  - (a) any information held by the state

- (b) any information that is held by another person and that is required for the exercise or protection of any rights.
- (2) National legislation must be enacted to give effect to this right, and may provide for reasonable measures to alleviate the administrative and financial burden on the state.

The Promotion of Access to Information Act, 2000 (Act 2 of 2000) seeks to give effect to the right of the public to access information, as provided for by the Constitution. It is imperative for government communicators to have a firm grasp of government policies to be able to articulate government's position confidently.

#### **4.6 GOVERNMENT COMMUNICATION AND ENVIRONMENTAL SCANNING**

Communication in government is political in nature and character. While it sometimes happens in government bureaucracy, it is pursued to fulfil the mandate and duty to inform the public. As a government communicator, you are expected to understand the chain of events in the government communication system. Moreover, you should be able to examine all objective and subjective conditions that characterise the environment. Government communication takes place in an environment that must be changed, improved, sustained or encouraged.

The above illustration suggests that a communicator pursues the function of communication to alter certain environments in favour of his/her political objective in the fulfilment of government's mandate. It is, therefore, of paramount importance that as a government communicator, you make serious attempts to analyse the environment in which your messages will be communicated.

As a government communicator you must realise that your function is directly linked to the function of meeting the information needs of society. The key messages are, among others, communicated to satisfy this need. Therefore, every communicator must seek to execute their function with the knowledge that the messages are to satisfy a public expectation. Various media may also mediate these messages. The challenge for a government communicator arises because these mediators are not devoid of interest groups agendas, some of which might be in conflict with those of government or any State department. A communicator must understand these dynamics that are always at play within the environment.

The next challenge for a government communicator is to understand the journey taken by the messages to be communicated. What and who deals with these messages before they reach those they are intended for? More often, those who communicate tend to lose sight of the intended receiver of the message. Before messages are disseminated, as a government communicator you must analyse the probable line of your message from its exit point to the target audience. In this way you will understand possible distortions and mediations, and their effect on your original message.

It is critical to understand the following key components of communication (see structure below).

As a government communicator it is critical that you understand that the messages you communicate may reach your target audience through the interpretation of those who

are mediating them. Hence your communication strategy must take this into account. The key issue to deal with is the possible changes in the message and how your strategy will minimise distortions to the content of your message.

## **GUIDELINES FOR DEALING WITH THE MEDIA**

Although GCIS regularly arranges media briefings on behalf of clusters or departments, communicators are often required to respond to issues raised by the media or in response to requests by principals. Depending on the nature of the issue being addressed, communicators may have to decide on the best way to respond. Some of the options at the disposal of the communicator are:

**A media statement:** This might be a simple statement correcting a report in a particular newspaper or broadcast. On the other hand, such a statement may have to be directed to a range of media houses if a story has been widely and incorrectly carried. There is often no guarantee that the information will be used as media houses are reluctant to publish apologies or corrections unless there are legal consequences which compel them to do so. Even then, media retain legal counsel for such purposes and in certain instances will choose to go to court if they are convinced of the strength of their information.

**A letter to the editor:** This could appear on the letter's page in the name of the principal or the communicator. A stronger response can be achieved if the corrective information is put in the public domain in the name of a third party not seen to be in government. It is advisable that communicators cultivate contact with third-party endorsers who can be requested to respond to certain issues. There is generally a strong likelihood that such a letter will be published as the letter's page is a media institution recognised as the columns through which the public has its say on matters of current affairs. Such letters do, however, have to conform to laws governing libel, defamation, etc. before consideration for publication.

**An opinion-editorial (op-ed) piece:** An op-ed piece is perhaps the strongest response a communicator can use in correcting inaccurate reporting. As the name implies, the content of such a piece is a combination of both opinion and editorial and does not conform to the conventions of the 'objective hard news' report. Space in newspapers for such pieces cannot be booked and involves negotiations with editors.

Editors subject such pieces to a number of tests to decide whether they are worth publishing, including the test of newsworthiness. The op-ed allows a communicator to develop a reasoned response to an issue or a new development in order to explain it to the public more clearly.

Although some of the suggestions in this section of the manual are based on a reactive response to messages in the public domain, the op-ed allows government to be pro - active in placing new issues on the media agenda before they enter the communication environment. As with letters to the editor, a third-party endorser or expert often is a better signatory for such a piece than a government communicator or principal.

Communicators can invoke a media convention known as the 'right to reply' to ensure publication of such a piece. This can be particularly useful if no government communicator or representative is quoted in the story. On the other hand, if media

made unsuccessful attempts to elicit government response because of a slowness to respond to media queries or evasiveness on the part of the communicator, the likelihood of such a piece being placed diminishes.

**An advertisement:** Often used by government to respond to issues or to bring new issues to the public sphere and civil society, this is the weakest tool at the disposal of the communicator. It is weak because of the high cost of advertising in both electronic and print media. Secondly, the credibility of information in an advert is often treated with scepticism by the public. Finally, it indicates that the communicator was not successful in packaging the information in a manner newsworthy enough to attract the attention of a journalist. Although a weak option, there are times where unmediated communication in the form of adverts can be used, but this should be seen as necessary only when required as part of a broader communication strategy or a last resort.

**An advertorial:** Like an advertisement, advertorials (advertisement + editorial = advertorial) are paid-for media space. The difference, however, is that they appear to the reader as news copy, although often branded as 'advertorial'. Apart from the costs associated with advertorial, it might be possible to negotiate with media houses that they carry advertisements and not brand advertorial (i.e. the editorial stuff) as such. Although creating the *effect* of greater credibility, advertorials still carry a high cost factor and, where they are detected, an image of low credibility.

While the above represent some of the tools in the communicator's toolbox, one of the most effective ways of dealing with the media is through direct contact. Direct contact can be structured in a number of ways:

**One-on-one briefings with journalists:** These often arise as a result of requests from media houses, but can be effectively used for proactive communication. As media are driven by the psychology of the scoop or the exclusive story, this can be very effective on certain issues particularly where communicators have strong relationships with individual journalists covering their beat. This can also work well where a particular journalist has been consistently incorrect or off-message on an issue.

**Beat briefings:** Although government is generally covered by political journalists, it might often be required that certain beat journalists be targeted for special briefings. These could be from health, transport, finance, agriculture, etc. Such briefings are important as these specialist journalists have a finer (and sometimes more troublesome) understanding of a particular area. Keeping them constantly aware of developments on their beats is vital to government.

**General briefings:** GCIS frequently arranges briefings for the media on specific issues and some that affect government in general. Departments and clusters also conduct briefings from time to time and these have had the effect of reducing speculative reporting around some issues as pertinent information has been placed on record for media.

**Presidential Press Corps (PPC) briefings:** Although the PPC was established to enhance relations between The Presidency and the media, various line-function departments often find that, from time to time, they work very closely with the Presidency. On such issues it might be useful to lead a briefing of the PPC, as it would



complement The Presidency's work. Arrangements for such a briefing can be made through the GCIS.

**Parliamentary Gallery Association (PGA) briefings:** The PGA comprises reporters whose dedicated beat is Parliament. Located in Cape Town, briefings with the PGA are regularly organised by GCIS. The most frequent briefings with the PGA take place following Cabinet meetings and during the Parliamentary Media Briefing Weeks following the Opening of Parliament and various *makgotla*.

**Lock-up briefings:** Most frequently conducted by National Treasury, the lock-up briefing is based on the idea that complex information requires assistance for media with interpretation. The release of statistics or complex results of studies might require a lock-up style briefing during which principals explain the information and field questions on information presented to manage the manner in which it enters the public domain. Usually information presented during such a lock-up is embargoed until the end of the lock-up. GCIS can assist line-function departments in the protocols required for such a briefing.

**Foreign Correspondence Association (FCA) briefings:** Some foreign correspondents based in South Africa are members of the FCA. Through analysis of stories in international media and requests from the FCA, GCIS regularly arranges media briefings for FCA members and line-function departments. Because not all foreign reporters are members of the FCA, GCIS maintains a database of foreign reporters in South Africa to facilitate contact with international media.

### **Formats for briefings**

Briefings of the kind described above can take many formats. Communicators need to establish the format with the principal (s) leading a briefing prior to its commencement. The chair of a briefing should then announce the format before the briefing begins. The formats are:

**On-the-record briefings:** As the term suggests, all information at such a briefing is for broadcast, is printable and is attributable. In other words, the person (s) leading the briefing can be quoted by name by the media in attendance and all the information is considered a matter of public record. Although this might be obvious, it needs to be clarified at the start that such a briefing is on the record and attributable by name and designation to the principal (s) conducting the briefing. This format needs not be announced in advisories to the media as it is generally assumed that briefings are on the record.

**On-the-record, but not-for-attribution:** This is a trickier briefing to conduct and manage. Media need to be given a clear indication that the information being discussed can be used in coverage, but the source cannot be named. A clear indication needs to be made on whether the source can be referred to as 'a senior government official' (i.e. anonymously) or not at all. These are sometimes referred to as 'background briefings' and the format and terms of the briefing must be announced both in the advisory (as a background briefing) and at the briefing itself.

**Off-the-record and not-for attribution:** As the term suggests, this is intended to be a background briefing for the information of the media and the material can neither be used, nor can any reference be made to the source by name, by designation or

anonymously. The format and terms of such a briefing must be made clear both in the advisory and prior to the start of a briefing. These are sometimes called 'deep background briefings'. The advisory sent to media can describe it as a 'deep background briefing', but might want to omit the name of the principal conducting the briefing. Such briefings require high levels of trust and are best done on a one-on-one basis.

**On-the-record and for anonymous attribution:** It is often necessary to prepare the communication environment for certain important developments. In such instances it might be useful to brief the media on the record but not have a principal quoted by name. Media should be given an indication on whether the source of the information can be described in general terms or more specifically within the idea of anonymous attribution. For example, would the attribution 'senior official in the Department of Foreign Affairs' or 'a representative from the Ministry of Health, speaking on condition of anonymity' lend more credence to a particular story than 'government official' or 'senior ministerial official'? The statement "speaking on condition of anonymity" is usually associated with negative or leaked information and communicators must ensure that such briefings do not lend themselves to such a description of principals. This format needs to be announced at the briefing and should not form part of the advisory.

As the above formats make clear, there are some rules of engagement with the media that make the task of communicators a little clearer. One of the most frequently made errors in briefings is the failure to announce the format of a briefing before it begins. This confuses media and sometimes leads to unintended publication of sensitive information. It is therefore vital that formats are announced, both where necessary in the advisory and prior to the commencement of a briefing.

Another frequently made error is the tendency to move between on-the-record and off-the-record formats. Briefings should be consistent with the stated format or constructed in such a manner that principals are clear, within the time frame of a single briefing, on where on-the-record ends and off-the-record begins. Erratic skipping between the two increases the likelihood of damaging communication appearing in the public domain and the consequent erosion of trust between government and media.

As a rule, some principals do not make off-the-record statements that are not defensible in an on-the record context. Others, who have strong relations of trust with the media, comfortably impart information in an off-the-record, not-for-attribution context.

It is the task of the communicator to establish the preference of his or her principal and the specifics of the content on which media are to be briefed.

### **Rapid Response Unit**

GCIS, in conjunction with the International Marketing Council's (IMC's) Communication Resource Centre (CRC) – which is responsible for daily monitoring of international media – convenes a daily Rapid Response Unit teleconference intended to empower line-function departments to address challenges faced in the communication environment. As an aspect of a number of government communication cycles, the outcomes of the teleconference are communicated to a number of line-function departments, external stakeholders, GCIS project teams and senior government officials. A key objective of the teleconference is to make recommendations and implement them in time for departments to respond to issues raised by media.

The Rapid Response process is structured as follows:

1. Daily analysis of monitoring of international media by the CRC.
2. Daily analysis of monitoring of local media by the GCIS Communication Centre.
3. Agenda-setting teleconference: 08h30 daily. This teleconference identifies issues for discussion, for noting and needing to be watched in order to identify when and whether a communication response from government is required. Agenda-setting is based on points one and two. The identification of good news stories is a vital part of the process. This conference also identifies which communication issues would require input from line-function departments for the Rapid Response teleconference.
4. Rapid Response teleconference: 09h30 daily. As the main discussion forum, the Rapid Response process gathers input from line-function departments to determine responses to issues raised by the media locally and internationally. Participants in this conference include GCIS National Liaison, International and Media Liaison, News Service, the CRC and line-function departments identified in the agenda-setting conference held earlier. In optimal circumstances this conference lasts 40 minutes, giving various departments the opportunity to respond to media reports.
5. Post-conference: Recommendations made in the conference are followed up by GCIS, line-function departments and, where necessary, the IMC's country managers (where international media are concerned). In some instances, South Africa's Missions abroad are approached to address issues raised in international media.

Departments are encouraged to become more actively involved in the Rapid Response process through alerting GCIS to developments in the communication environment affecting them and by participating.

**To participate contact:** The CRC on (012) 366 1900.  
GCIS – International and Media Liaison on (012) 314 2131or  
(012) 314 2145/ 2162/2131  
GCIS – News Service on (012) 314 2167.  
GCIS – National Liaison on (012) 314 2286

#### 4.7. DEVELOPMENT COMMUNICATION

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## 1. WHAT IS DEVELOPMENT COMMUNICATION?

'Development Communication is the art and science of human communication applied to the speedy transformation of a country and the mass of its people from poverty to a dynamic state of economic growth that makes possible greater social equality and the larger fulfillment of the human potential.' (Nora Quebral; *Quoted in Development Communication – rhetoric and reality* by Pete Habermann and Guy de Fontagalland.)

- Development Communication is a method of providing communities with information in a manner that enables them to use that information to improve their socio-economic lives.
- The Development Communication approach is aimed at making public programmes and policies real, meaningful and sustainable.
- Information must be applied as part of community development efforts and must address information needs identified by communities, including various structures and groups within the communities.
- Most importantly, the information should take into consideration the diversity of culture, language and different literacy levels.
- The intended outcome is to make a difference in the quality of life of individuals and communities.

**For more information about Development Communication, visit the website: [www.gcis.gov.za/mpcc](http://www.gcis.gov.za/mpcc) or contact the GCIS Directorate: LLIM on (012 314 2133).**

## 2. THE DEVELOPMENT COMMUNICATION APPROACH

- **Development Communication is responsive**  
This means that communication between government and the community must be responsive to the needs of the community. There must be a balance between what government wants the community to know e.g. constitutional rights, and how to attain them, and what the community feels they want to know.
- **Development Communication relies on feedback**  
It is a two-way communication process that involves consultation with the recipients of information and provides them with answers to their queries. This process similarly gives government an opportunity to listen to the ideas and experiences of communities, especially about programmes and services aimed at improving their lives.
- **Development Communication must be creative and innovative**

The message must clearly show how information can better the lives of recipients. The message must promote hope and trust among its recipients, as well as encourage them to be interested in its content and to become a part thereof.

- **Development Communication is about continuity and sustainability**  
It is not about government dumping communication material on communities and not making sure that they understand the content of that material. Follow-up workshops can be arranged to emphasise the importance and necessity of the information. The community must therefore use it continually and in a sustained way to enrich their lives. It must be available continuously when there is a need.
- **Development Communication relies on community participation**  
It is about planning with communities and identifying their information needs. It is also about working with communities in disseminating information, and inviting government officials to explain how programmes work and how they can be accessed.

**Example:**

*You are arranging a workshop on human rights issues. You invite someone (a commissioner) from the Human Rights Commission to explain basic human rights and how the community can exercise those rights, while local groups with an interest in these issues play a role in mobilising the community and special-interest groups to participate.*

- **Development Communication promotes bringing government closer to the people so that they do not have to travel long distances to access government services**

**Example:**

*Through the Imbizo community-outreach programme, government interacts with the people and listens to their concerns about government programmes, services, etc.*

- **Development Communication is about the use of relevant language**  
Concepts must be developed in the language of the community served, and the community must participate in the development of that material.

**Example:**

*Arrange a pre-testing exercise at an MPCC, where the community gets to see the material before it is produced. This gives them the opportunity to comment on the language used and its relevance, as well as the accessibility of content.*

### 3. PRINCIPLES OF DEVELOPMENT COMMUNICATION

*To ensure that the use of Development Communication becomes successful, especially in the context of government communication programmes, it is imperative to outline some of the fundamental aspects of this approach. This can also specifically be done in the context of how Development Communication*

*principles have been institutionalised through MPCCs and district-based Government Information Centres (GICs). Principles are also important to consider when developing communication campaigns of government through the GCF, such as the following:*

- NETWORKING activities are regularly undertaken with stakeholders to identify community information needs and problems experienced in accessing government programmes.
- The formation of PARTNERSHIPS through liaison and networking with key local institutions, structures of civil society and role-players in the community is significant in sharing resources and fostering joint problem-solving efforts;
- PROFILING the communities to enable the development communicator to understand the situation at grassroots level, especially being a single-entry point to identify where potential solutions can be found on local level.
- INFORMATION DISSEMINATION to empower people with the knowledge they need as well as informing them about government programmes and policies, through a wide range of innovative and community specific communication methods.
- MEDIA LIAISON to form good relationships with journalists and disseminate some information through them.

#### **4. METHODS OF DEVELOPMENT COMMUNICATION**

##### **(a) Audiovisual**

- Communication officers should obtain the necessary training on video recording so that they can record important community events, play them at MPCC waiting rooms, community halls, and also communicate important issues to local, provincial and national government. Communities could also video their response for review by the Cabinet.
- Such issues could include:
  - a better life for all
  - unity in action for change
  - lending a hand
  - *vuk'uzenzele* / volunteerism
  - my experience in getting access to my Child Support Grant
- A video on youth issues and activities, and their problems, fears, excitements, suggestions, concrete recommendations, etc. on such issues could be part of a campaign leading to a public meeting or even a youth day event. The video should not only dwell on problems but also on community and government solutions.

- The use of audiovisual technology and other related media are valuable tools to share important and useful information on government services that can better the lives of ordinary people. There are four phases, which have the potential to impact on the Development Communication environment: (a) marketing and product penetration to create excitement through publicity, brochures, door-to-door visits, posters, interviews, film festivals, vibrant discussions and focused groups, (b) segmentation of stakeholder groups and focus on micromarketing using films, film-making and videos, depending on the needs of the target group, (c) product development using culturally-specific footage from archives and ultimate broadcast for film festivals, and (d) diversification with local content additions.

#### **(b) Discussion circles**

- Discussion groups are structured along the lines of quality circles where representatives from different communities, stakeholders or ward groups discuss important issues pertaining to information needs and queries about service delivery.
- It is an open discussion based on small group dynamics where specific issues on delivery, products, questions and programmes are brainstormed.

#### **(c) Radio**

- This entails live broadcasts of outdoor programmes or studio panels discussing relevant topics.
- Community members can use the telecentres at MPCCs to access the programmes. Studio guests can specialise in issues such as domestic violence, child protection, women and child abuse, crime prevention etc. GCIS communication officers must arrange for the panelists and the programme itself. They must also advise the telecentre manager to seek government or community sponsors for the costs of the phone-in programme.
- Local government should feature prominently as partners in this venture as they are closest to the callers and can respond most effectively.
- Government communicators can play a major role in creating this enabling platform for their counterparts, especially as a small budgetary contribution from a few participants makes this medium a viable option.

#### **(d) Community participation**

- Panel discussions at MPCCs.
- Panel discussions at each ward or a group of wards together.

- The senior communication officer, district municipality or provincial communicator should arrange with the school principal, regional educational inspector and expert from a non-governmental organisation (NGO) to talk to the communities about impending changes to the education system.
- At such an event a representative of the Department of Home Affairs could also speak to prospective applicants about what is needed to get an identity document, while a representative from the Department of Labour could outline how learnerships work, etc.

#### **(e) Television**

- Television may be used for national developmental programmes to educate and entertain the community, e.g. *Edufocus* is a national programme done by SABC together with the Department of Education to educate young people about life skills, health issues, etc.
- These programmes can be used successfully in other local platforms and government communicators can work effectively together to create networks to enhance the distribution channels of these products.

#### **(f) Drama**

- Folk-drama may be used to tell stories or events in a dramatic way. It is an objective way of addressing sensitive issues that communities may not talk about openly. In this way, the characters do the talking.
- Stop-start drama is simple and real. It presents problems and tries out different solutions.

#### **(g) Other**

- Participatory observation – attending projects to observe in your locality. By having effective local government communication structures in place, this form of on-the-job learning will be more easily facilitated.
- Exchanges include staff members visiting projects in other provinces or across various departments. This is aimed at building a learning network, where one staff member can visit another province for learning purposes.

### **5. USE OF RESOURCE MATERIAL**

Various forms of resource material can be used to promote Development Communication. These resource material can be used for awareness purposes and to mobilise the community to attend workshops, roadshows, dramas, *Izimbizo*, etc.

- **Key message leaflet**



This entails a simple language A5 leaflet with key messages that are both clear and simple. It can be typed and photocopied for distribution.

- **Loud hailing**

A loudspeaker can be used to mobilise a particular community to attend an event at a stadium or community hall. It is used preferably in deep rural areas to mobilise communities.

- **Word of mouth**

This entails the 'each-person-teach-another' principle, whereby information is spread through friends, families, neighbours, etc. It is also preferred in deep rural areas where everyone knows everybody.

- **Posters**

A well-designed and printed poster can be put on community halls and public places such as schools, clinics, post offices, local business, etc. to disseminate a particular message. The culture of having community notice boards at MPCCs should be developed.

- **Promotional material**

Products like T-shirts, caps, key-holders, etc. can be used in big projects such as the SONA, *Izimbizo*, etc.

- **Flyer**

This entails a small and simplified version of the key concepts and messages that is quick to read and understand.

- **Z-card**

This is a pocket booklet consisting of key messages. It is easy to handle but also contains a little more information.

- **Electronic and print media**

This entails community radio stations/print media which are localised and use the language and dialect of the community, e.g. Voice of Phalaborwa. Should mass commercial media be used, this should only be in a way that enhances citizen access or which is appropriate in the relevant community, that is, where such commercial media are appropriate and accepted in that community.

To access the services of GCIS regional distribution of resource material see **Annexure A**.

## 6. MPCCs: VEHICLES FOR INTEGRATED SERVICE DELIVERY

- The most useful innovation in this process of communication for development has been government's programme of rolling out MPCCs, primarily in rural areas.



- MPCCs are designed as places of a more permanent or semi-permanent point of contact between communities and government and from which a number of programmes and projects can be run. No less than six government services are offered at MPCCs. A further development has been GCIS' commitment to the location of a GIC in each of the district municipalities.
- GCIS communication officers have a significant role to play in expediting the notion of Development Communication. This is largely as they interact directly with communities on a regular basis, monitoring and evaluating the impact of the work done through MPCCs and how this has improved the quality of lives of communities.
- Information dissemination is conducted at MPCCs through public meetings, exhibitions, workshops, training sessions, open information days, drama groups, awareness programmes and media briefings to ensure that communities understand the content of information resource material and are able to relate it to their daily lives. National *Imbizo* events, provincial EXCO outreach events, outreach programmes of District and Local Municipality Mayors; the provision of big screen broadcasts of the SONA by the President as well as the Opening of Provincial Legislatures by the Premiers, are also among events held at MPCCs, allowing ordinary citizens direct access to events which have historically been restricted, largely due to media ownership patterns.

## 7. LOCAL LIAISON AND INFORMATION MANAGEMENT

- All Development Communication programmes and projects should be aligned to the Integrated Development Plan (IDP). The IDP is an essential management tool for local government, whereby communities are encouraged to participate in local-level decision-making and planning for service delivery – in an integrated manner. Municipalities, and in particular the wards, are key entry points for the Development Communication practitioner.
- The Ward Information Management System (WIMS) is an online resource in the form of a database for district-based communication officers, and provides access to community profiles (including literacy levels, languages, local organisations and stakeholders) at ward level. While this is currently only an internal GCIS operational system, government communicators are encouraged to request profiles of areas where campaigns are to be implemented.
- Community media (ways in which communities share information) plays a significant role in Development Communication and information sharing at a local level. Channels of community media include local newspapers and radio, community meetings (*indaba/makgotla* and word of mouth).

## 8. WHY DO WE NEED TO PRACTISE DEVELOPMENT COMMUNICATION?

- The lack of co-ordinating communication structures at local government level has had an impact on the quality of communication efforts within the local government and on the effective and efficient communication of government service-delivery initiatives aimed at improving the quality of life of the citizenry. Government has therefore adopted an approach to dialogue with its citizens, which is described as 'Development Communication'.
- In South Africa, MPCCs have been identified as vehicles through which all government communication officers can reach communities. However, the Development Communication approach is wider than the MPCC initiative and drives the service and information delivery approach used by a number of government departments.
- Development Communication promotes government's ability to speak with one voice – not in a sense of uniformity, but that the central policy intentions and visions are uniformly interpreted and explained to stakeholders.
- The [Local Government: Municipal Structures Act](#), 1998 (Act 117 of 1998), Local Government Municipal Systems Act, 2000 (Act 32 of 2000), the [Promotion of Access to Information Act](#), 2000, and the Constitution of South Africa, 1996 place an enormous communication challenge to the transformation of local government structures, and in particular government's commitment to transparency, accountability, openness, participatory democracy and direct communication with the citizenry in improving their lives for the better.

To develop a communication campaign with the GCIS Regional Officer see **Annexure B**.

## **9. MONITORING AND EVALUATION SYSTEM**

Monitoring and evaluation are critical factors in the process of assessing whether the communication efforts of government are having the desired impact. In addition to monitoring and evaluation, formal research methods such as qualitative and quantitative applications can also be used effectively.

### **Why do we need a monitoring and evaluation system?**

- To ensure appropriate distribution of information at the local level and promoting the culture of responsive government.
- To motivate project teams through effective feedback and measurement of outcomes. We cannot improve or develop what we cannot evaluate.
- To ensure credibility and accessibility of government information at local level.
- To identify shortcomings in project implementation and recommend improvements.
- To assist in developing a Provincial and Local Liaison Learning Network towards a learning organisation.

### **Approach to monitoring and evaluation**

- Participatory approaches, joint planning and implementation, monitoring and evaluation.
- Each project should design an evaluation tool appropriate to that particular event.
- Partnership-based – not just GCIS as it does not always implement projects on its own.

### **Methodology**

While individual projects may have their own unique evaluation instrument, the following methods can be considered:

- focus groups
- information champions – a local stakeholder/community figure who assists in assessing the impact of the project
- face-to-face interviews
- telephone interviews
- panel questions
- participatory observations
- *Imbizo* discussions
- media analysis
- surveys
- monitoring demand for services.

## **10. FROM THEORY TO PRACTICE: CASE STUDIES**

### **(a) Face-to-face communication through *Imbizo***

- *Imbizo* is essentially a heightened period of unmediated communication between the people and government. The people raise their concerns or issues directly with government officials and get responses to their queries. *Imbizo* is part of government's commitment to get closer to the people and promote accountability and transparency. It is a campaign taken up by all spheres of government. *Imbizo* affords government an opportunity to have an insight into people's concerns over the delivery of services and the betterment of their lives. The campaign promotes partnership between the Government and the people. It thus promotes participatory democracy and as such encourages ordinary citizens to be active participants in the transformation of the South African society and be part of the process of building a better life for all. In other words, in a way, *Imbizo* encourages citizens to actively participate in improving their lives and the well-being of their society. *Izimbizo* fulfil the strategic objective of achieving effective government communication that will empower citizens to become agents of change and fulfilling the South African dream of a better life for all.

#### ***Example:***

*The Presidential Imbizo in October 2002 assured the people of Bekkersdal on the West Rand and the nearby areas that government was concerned and wanted to hear about people's needs in order to address them. Frequently asked questions about water, electricity, sanitation, housing, jobs, etc. were referred to the relevant departments. The National Imbizo project team co-*

*ordinates all the national Izimbizo around the country, compiles a detailed report after the National Imbizo Focus Week together with the Presidential Imbizo and circulates it to relevant departments for their attention and response. Tracker research is also conducted to ensure that people are aware of Imbizo, and that they understand its necessity. The results of the research confirm people's needs and concerns in terms of fast-tracking service delivery and solving some of the priority issues.*

**(b) Workshops**

- Workshops are valuable ways of disseminating information to the community but also soliciting their views and feedback. Presentations can be done and questions answered. Group discussions can also be arranged to elaborate on issues and to clarify where necessary. Issue specialists can be brought into the community in a non-threatening way.

**Example:**

*A two-day workshop was held in Makhuvha in Limpopo in October 2002 by the GCIS and the Department of Trade and Industry as a pilot project to make people aware of economic opportunities available to them at MPCCs, and how they can use these opportunities to better their lives. The workshop was also intended to illustrate how these opportunities together with training and education will be brought closer to them at the MPCC, and how access will be enhanced. This means that the local community itself needs to be creative and use local resources available to them to start their small businesses. A group session was held on the last day of the workshop during which the community compiled business plans for small enterprises, which were related to the local infrastructure/resources. Examples ranged from the brewing of marula beer, fruit growing, woodwork and art made from local timber. A funeral parlour was also proposed.*

**(c) Roadshows**

- Roadshows are also part of unmediated communication, because of their mobile nature, reaching a large number of villages within a short space of time. This is where officials meet with communities, combining information with entertainment. This encourages mass attendance, especially among the youth. Mobile vehicles can significantly enhance the success of roadshows by extending the reach of government. It will make this type of communication even more visible because its technical nature, the use of sound systems, an attractive performance stage, big screens, etc. all contribute in enhancing the allure of the event. They lend themselves well to outdoor activities of a mass character and are important in addressing facility shortages in some areas.

**Example:**

*Mobile trucks used by the South African Police Service (SAPS) in Limpopo are a further example of good unmediated communication where the police renders services to rural communities who do not have police stations nearby, thereby giving them the opportunity to access services at the mobile units. A detailed case study has been developed and is available upon request. The use of mobile facilities has significantly changed the*

*relationship between the SAPS and communities in the areas visited as it has shown that obstacles to service delivery can creatively be overcome. It has also indicated the real concern of government regarding problems these communities experience.*

## **ANNEXURE A: ACCESSING THE SERVICES OF THE GCIS' REGIONAL DISTRIBUTION NETWORK – PRINCIPLES AND PROCEDURES**

### **Background**

Through the over 3 000 distribution points established by the GCIS across the country, a strategic opportunity has emerged for government departments that are looking for support and assistance in extending the reach of their distribution strategies.

The GCIS has nine regional offices which each has an Information Resource Centre (IRC), staffed by an information secretary, where material can be sent for distribution. The GCIS also has two additional IRCs, one at Head Office in Pretoria and one at the Parliamentary Office in Cape Town. Please contact the Pretoria office on (012) 314 2134 or Cape Town office on (021) 461 0070.

1. The GCIS has decentralised its liaison functions in provinces to the level of district municipalities. There is at least one communication officer in each of the 48 district municipalities and even two in vast or populous districts. Each district officer or MPCC has also established a mini-IRC as a distribution point.
2. The GCIS has entered into partnerships with various community structures, clinics, crèches, NGOs, local governments, businesses, etc. where distribution points have been established and are serviced on a monthly to bi-monthly basis by district-based communication officers. Many of these networks are shared with communicators from provincial and local governments, and there is therefore a growing network of these points nationwide.

### **How can I make use of the GCIS distribution network?**

In order to properly manage distribution support, the following key principles have been put in place:

1. The process outlined below is tailored specifically for a partnership with the GCIS Regional Offices and district offices. The total development of a distribution strategy for a campaign, which includes marketing and media buying, is handled by the Directorate Marketing, Advertising and Distribution (MAD) in the GCIS. Usually such a strategy would have formed part of an overall communication strategy development process, which would in such cases be directed to the GCIS Project Desk.
2. If material has to be distributed through regional and district networks of the GCIS, the client department needs to have a manageable size of resource material (few thousands and not millions as such large volumes require procurement processes. A rule of thumb is approximately 10 000 per province as print runs of 90 000 to 100 000 are manageable. **GCIS regional offices and partners do not have the capacity to handle bulk distribution.**

3. The client department needs to approach the Directorate: LLIM with the request and indicate the development communication content of the material and the programme it is intended to support (that is, in cases where it is simply a matter of distributing information resource material and not the development of comprehensive campaigns as outlined in 1 above).
4. A language profile for each province/region will be provided to guide the client on the quantities and languages to send to each specific province/region.
5. The data base of all disability groups/organisations around the country assists clients to reach disability groups as well and to cater for their needs and assess the quantities of, for example, Braille material, which can be managed.
6. Contact details of organisations which cater for these special needs are also available on request, so that clients can outsource their services to these organisations if the need arises.
7. Only once a clear agreement has been reached between the client department and the Directorate: LLIM, is a detailed brief sent to each GCIS Regional Manager with the details of the quantities to expect, delivery dates and who the primary target groups are for the distribution of the material.
8. Once this brief has been agreed to, the client will post material at their own cost to Regional Offices, based on an address list provided by the Directorate: LLIM.
9. Material must reach GCIS Regional Offices during the very first or last week of a month. During the first week of a month, all district-based communication officers meet at the Regional Offices for their monthly staff meeting. The Information Secretaries in the IRC will divide your material into district-based distribution groups. Upon leaving for their regions, our communication officers will take the material with them and start the distribution process using the following principles:
  - a. **We do not handle short-notice distribution – that is where the material is dated and has to be distributed within a limited timeline – we only handle educational and information products which have a longer shelf-life and where your need is to extend the reach and access of your products, especially to rural communities.**
  - b. **We will provide the client with a distribution profile indicating where the material was distributed and to which primary groups.**
10. Any resource material sent directly to GCIS Regional Offices, without the written approval of the Directorate: LLIM, will not be distributed.

**For more information contact the Directorate: LLIM on (012) 314-2133 or 314-2199**

## **ANNEXURE B: HOW TO DEVELOP A COMMUNICATION CAMPAIGN WITH THE GCIS REGIONAL OFFICES**

**Do you want to run a campaign at MPCCs?**

Through the GCIS Regional Offices a strong presence has been developed at local community level, especially at the 57 operational MPCCs nationwide (as at June 2004). Most important in this regard is the ability to target specific interest groups who form part of the WIMS, a comprehensive communication profile, which the GCIS has developed for each district and locality.

**For example, the Department of Trade and Industry (the dti) wished to engage with local level economic stakeholders be they small businesses, community-based economic service-providers, Local Economic Development officers of municipalities and the various organised structures of business. GCIS communication officers based in MPCCs at Matsamo in Mpumalanga and Namahadi in Free State were able to arrange stakeholder meetings where the dti presented their products. Such development communication workshops were successfully held in both MPCCs in October 2002.**

MPCCs were intended by government as a means to a specific end and not an end in themselves. This end is greater community involvement and empowerment through access to and awareness of information and services from government. The purpose of such access is to improve people's lives by providing useful information. Operational MPCCs are intended as a base for programmes and information campaigns, *Izimbizo*, roadshows, distribution campaigns and community meetings, to mention but few. Once an MPCC is launched, the vision is for government departments to add value to these Centres through intensifying their campaigns and services.

Some of the advantages in using an MPCC include:

- It is a strategic access point, which is well known in the community.
- It is a place where communities gather and where the questions they ask about government programmes can be documented and reported to relevant service-providers – a place to generate frequently asked questions and appropriate answers.
- Given that the GCIS has established a local database at every MPCC, the relevant and affected role-players in each community are known and consultation and participation processes are so much easier and more inclusive.
- MPCCs offer places for continuity and aftercare and are instrumental in letting communities know that government is there to serve.
- MPCCs have become strategic hubs of wide networks reaching to the most remote part of districts. They are as such 'gateways' to wider networks, contact points and communities than simply those around the MPCC.

Among the roles envisaged by the GCIS in the establishment of the Directorate: LLIM in 2002, was the enhancement of the services offered by MPCCs to communities through strategic value additions and partnerships. This has already been successfully tested with a wide range of government departments. Please feel free to contact us in this regard.



**The GCIS has established the Project Desk as an entry point for the design of crosscutting communication campaigns.**

**For more information in this regard, please contact (012) 314 2293.**

**If you simply wish to add value to an MPCC or are interested in a specific line-function campaign at an MPCC, please contact (012) 314 2133.**

Have you considered the strategic value, which MPCCs can add to your campaigns?



## **GOVERNMENT COMMUNICATION AND INFORMATION SYSTEM**

Directorate: Local Liaison and Information Management

### **TOWARD A COMMUNICATION SYSTEM FOR A DEVELOPMENTAL LOCAL GOVERNMENT**

#### **CONTENTS**

11. The Local Government Communication System
12. Challenges facing the System of Local Government Communication
13. Partnership with the Media
14. Capacity Building for Local Government Communication
15. Enhancing Citizens' Participation
16. Structures and Systems
17. The GCIS and Local Government

### **3. THE LOCAL GOVERNMENT COMMUNICATION SYSTEM**

- Communication structures, systems and processes at local government level are in the formative stage and may not be well capacitated to meet the communication challenges that play themselves out from time to time.
- The Municipal Structures Act, 1998, Municipal Systems Act, 2000, the Access to Information Act, 2000 and the Constitution of South Africa, 1996 place unique obligations on local government communicators and oblige high levels of transparency, accountability, openness, participatory democracy and direct communication with the citizenry in improving their lives for the better.
- The involvement of local people as agents of social change are significant in the implementation of the broad government programme of action in general and that of local government in particular. The challenges of local

government service delivery are inextricably linked to the concrete building of partnerships.

- The communication environment within which the system of local government communication operates is very liquid, ever changing and at times predominantly ambivalent and negative towards the programme of action and the efforts of the local government structure.
- The communication system should enable local government to communicate in an efficient, co-ordinated, integrated and coherent fashion. Building capacity, both human and capital, in the local government sphere is fundamental to ensuring that the central message of the government as outlined in both the President's SONA and the national GCS, is communicated in an integrated, consistent and well co-ordinated manner.
- The local government communication system must make sure that municipalities and government departments provide full and accurate information on management, costs involved and nominated person in charge for services.

#### **4. CHALLENGES FACING THE SYSTEM OF LOCAL GOVERNMENT COMMUNICATION**

- There are often strong negative voices pertaining to service delivery and the role of elected office bearers in some communities.
- Prevailing preoccupation of media with aspects of remuneration of public officials locally and disconnection of services and little interest in development initiatives.
- The media generally shows very little interest in successes of service delivery reaching remote rural and historically under-serviced communities. Local Government communication structures are underdeveloped in the majority of municipalities except Metros. A coherent system for the integration of the three spheres of government in as far as communication is concerned is emerging but not in place yet.

#### **5. PARTNERSHIP WITH THE MEDIA**

Local media consists of those channels communities use to share information. These channels may include community radio, community newspapers and meetings such as an *Indaba* or *Makgotla*.

- It is necessary to engage the local media to report objectively and accurately around rural developmental programmes.
- Communicators must recognise the need to build confidence and trust in local government, and further reaffirm the centrality of lending a hand to communicate a message of hope around government service delivery.

- Build partnerships with the community media and African language radio stations to ensure that local government messages are communicated in a way best understood by the target audience.
- Capacitate and build a professional cadre of communicators the local government who will be able to engage the media effectively and efficiently in the process of social change.
- It is important for local communicators to be able to analyse the local media environment and respond effectively when questions about service delivery arise, often out of negative media reporting. Such a role is usually heightened during election periods as issues of service delivery at local level significantly impact the relationship with the media. Guidelines for government communicators during an election period are issued by GCIS and should be complied with by local government communicators.

Important **actions** to ensure an effective partnership with the media include the following:

**Some possible interventions to develop a more proactive local media policy include (see also the section on working with the media in this Handbook):**

- **BUILDING POSITIVE WORKING RELATIONSHIPS WITH THE MEDIA**
  - Engage in media outreach programmes
  - Formulate guidelines for media outreach programmes
  - To formulate a draft media policy and strategy
  - Establish local Press Clubs
  - Develop guidelines
- **MEDIA ANALYSIS**
  - Lobby GCIS, the South African Local Government Association, and the Department of Provincial and Local Government (dplg) to establish analysis team
- **MEDIA MONITORING**
  - Create awareness of importance of ongoing monitoring and evaluation
- **MEDIA DEVELOPMENT & DIVERSITY AGENCY**
  - Awareness of road shows
  - Promote the MDDA
  - Use/support community media institutions
- **SPOKESPERSON**
  - Make model recommendation/s on responsibility and guidelines

- **LEARNING NETWORKS**

- Engage the South African National Editors Forum (SANEF)
- Reporting Structures from GCIS and associated bodies and forums
- Standard Operating Procedures

- **PROMOTION OF ACCESS TO INFORMATION ACT, 2000**

- Awareness programme
- Develop guidelines

- **MONITORING**

- Ensure proper monitoring of the media environment to develop timely responses

## 6. **CAPACITY BUILDING FOR LOCAL GOVERNMENT COMMUNICATION**

Capacity building entails building tools, skills and support to enable councilors and officials to do their work effectively and efficiently. There is a need to create an enabling environment for structures and processes for coherent communication.

The following were identified as key skills needed to build capacity and consolidating the local government communication system: **community liaison, networking, facilitation, negotiation, research, media liaison, communication planning and strategy, events management, understanding of government policy and linguistic or communication skills.**

Important capacity building **interventions** for local government communication, include the following:

- The local government system has to meet the information needs of all sectors of society by promoting active and popular involvement of the people in the practical implementation of government's agenda of action.
- There is a need to build capacity for both local government communicators and staff with a view to equip them with the requisite skills to communicate simple messages effectively.
- Municipalities should provide financial resources for human resource development, communication infrastructure and support.
- The utilisation of Information and Communication Technology and the creation of an electronic distribution list for local government communicators will help facilitate rapid response capacity to issues that may arise in the communication environment.
- GCIS, dplg, SALGA and Provincial Heads of Communication should ensure that the national communication strategy and provincial

communication strategies help shape the character and nature of the local government communication system in order to ensure that government communicates with one voice. This would be aided by the effective use of all forums / platforms where coordination and networking can take place, both in a formal and non-formal way.

## 7. ENHANCING CITIZENS' PARTICIPATION

- Communication is central to local governance and the provision of quality services to the citizenry. This is largely as a result of the role it plays in mobilising residents to participate in communicating a message of hope about the progress, challenges and opportunities in bettering the quality of life of people in communities.
- *Letsema* and *Vuk' zenzele* campaigns provide opportunities for municipalities to promote and enhance citizen participation and direct communication. Municipal outreach programmes are fundamental for participatory democracy and interactive governance. All municipalities promote interactive governance and communication through *Izimbizo* to promote direct communication with the citizenry around the implementation of the Government Programme of Action in the language spoken in that municipality. Where Municipal Outreach Programmes do not exist, they can be developed as effective two-way interaction vehicles around the community development projects, economic opportunities and especially IDP processes.
- Municipalities could effectively utilise MPCCs as places of development communication and increased dialogue with the public.
- Build partnerships with the communities, NGOs, community-based organisations (CBOs), faith based organisations (FBOs), trade unions, schools and all social formations in the development, implementation and monitoring of IDPs and other community projects, which may better the quality of life of communities.
- Municipalities could use MPCCs and community halls for live transmissions of, for example, the State of the Nation Address and Budget votes – to ensure that people are involved, and participate in discussions that shape and enhance their lives.

### **The ways of increasing citizen participation may include:**

- Adopt *Letsema* in accordance with the theme months to heighten communication, and also through private-public partnerships to enable communities to become their own governors in the process of social change.
- Outreach programmes at ward and municipal level help to promote participatory democracy, two-way interaction with the citizenry and interactive governance around community development projects and economic opportunities. Building partnerships with the communities, NGOs, CBOs,

organizations FBOs, trade unions, schools and all social formations and community media assists in mobilising citizenry support for outreach programmes.

- *Izimbizo* to promote direct communication with the citizenry on government programmes, supplemented by the use of MPCC as a development communication methodology.

## **8. STRUCTURES AND SYSTEMS**

The establishment of a system of government communicators has largely focused on national and provincial spheres of government, as these were historically better resourced and structured. Local government communicators were, and to a large extent still are, Public Relations, Marketing and Media functionaries. Target audiences to be served by the local government communication unit are however, more diverse and require co-ordination and integration of communication across the municipality.

- Communication units and structures are structured in a manner that will be able to serve a number of target audiences (internal and external) and meet the communication objectives of the local government. It is a trend that units are ideally located in the Office of the Mayor, with strong links to the Office of the Municipal Manager.
- A SALGA Communicators' Conference is envisaged as an annual event, which will amongst others, address the alignment of municipal communication strategies with the provincial and national communication strategies in accordance with the core message pronounced in the President's SONA.
- The GCF meets quarterly to provide a platform for government communicators to plan and identify communication opportunities across all spheres and sectors of government through substantive discussions and joint planning to fulfil the government's commitment to accelerate service delivery. Mechanisms to strengthen the integration of local government into the GCF are being investigated.
- Districts are encouraged to establish a District Communicators Forum, which will play a leading role in the realignment and integration of a coherent communication strategy.
- All municipalities should develop their own communication strategies, and ensure alignment with the central message of the government every year. In this regard Provincial Communication Forums are encouraged to establish Communication Strategising Resource Teams (CSRTs). The CSRT is a mechanism (possibly a sub-committee of the Provincial Communication Forum) to facilitate communication strategising sessions for municipalities at local and district level. Such a core team can comprise communicators from

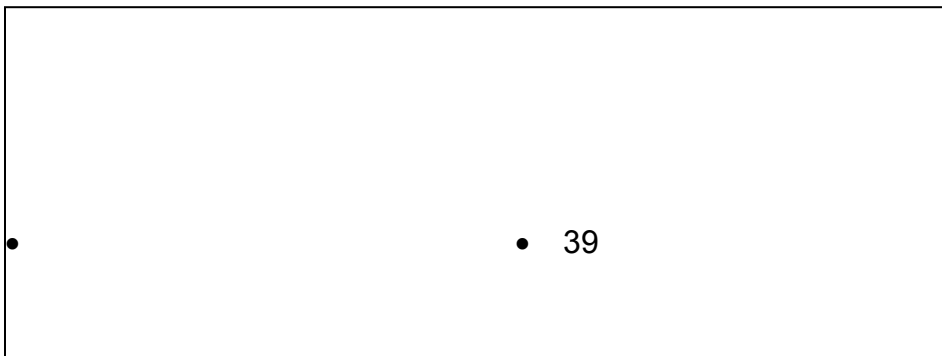
all three spheres of government communicators in the province and relevant parastatals. A best practice example is operational in the Eastern Cape.

- Provinces should establish a Local Government Communicators Forum convened by SALGA provincial structures either as a stand-alone structure or integrated with the provincial communication forum.
- It is further recommended that District Communication Forums be established to address some of the following communication tasks at local level:
  - establish a forum / network representative of local municipalities within a District
  - meet monthly or quarterly and deal with a review of district and local communication strategies
  - serve as an in-house training forum and address any other business relating to communication in government
  - serve as point of contact for communication efforts from both provincial and national level
  - act as a mechanism of local government representation to the provincial and national communication forums
  - co-ordinate and network communication programmes with ward committees thereby strengthening citizen participation.

Important **actions** to ensure an effective system and processes in local government communications, include the following:

- Communications should be one department/unit and not divided between political and administrative structures.
- Communications should be located within the office of the Executive Mayor/Mayor, and take direction from the Mayor. However there should be strong linkages with the Municipal Manager/City Manager and, as officials, the staff should report administratively to the Municipal Manager/City Manager.
- The HoC should be part of the decision-making process of management. He/She needs to advise management about best communication practice and to alert communication staff about breaking news or potential alert situations arising from management meetings and discussions. This allows for rapid, proactive response to the media and adds to the credibility and image of the municipality as one which is well organised.

#### Possible Structural Options For Consideration



### **Provincial SALGA Communicators' Forum**

*With representatives from the following:*

- All District Communication Officials
- Metro Communication Officials
- Political Portfolio Chairpersons
- Office of the Premier
- Legislature
- GCIS
- Parastatals e.g. Telkom, Eskom, Amatola Water Board, ECDC, Tourism Board
- National and Provincial Departments

**(Representatives of which participate in the national quarterly GCF)**

### **District Communicators' Forum**

*With representatives from the following:*

- Communicators from category B Municipalities
- Portfolio Department Communicators Forum

*With representatives from the following:*

- Dept Housing, Local Government and Traditional Affairs
- GCIS
- Communicator/s from Local Municipality
- Portfolio Government Department Communicators Forum
- Applicable representatives per Ward Committee
- Ad-hoc: GCIS
- Ad-hoc: Dept Housing, Local Government and Traditional Affairs
- Ad-hoc: Government Department Communicators where applicable



### **Ward Committee**

*With representatives from the following:*

- Ward Councillor
- Members of the Ward Committee representative of all population structures in the community



2. Assessing adspend to ensure it targets all Living Standard Measure (LSM) groups, especially LSM 1-4, in the context of government's overall communication mandate.
- 3.3 Practising proper target audience analysis to inform advertising and media strategies.
- 3.4 Tailoring messages to specific groups along the lines of language and access to resources will be made possible through the application of the following tools:
  - Telmar software, a media-planning tool that allows a communication specialist to get insight into the psychographic, demographic and geographic profiles of the target audience.
  - Media Group Measures (MGM), a tool that enhances the information gathered by only analysing LSM groups. The tool has classified the South African population according to media consumption habits, graded from 1-8. This is especially important to government communicators because of the diversity of the audiences it seeks to communicate with.
  - Keeping up-to-date with the trends and developments within the marketing and advertising industry will provide one with requisite information that will add value to communication activities.
  - Proper understanding and application of the Development Communication approach to better target rural-based communities.
- 3.2.4 Timeous planning for communication campaigns to ensure that all target audiences are targeted, supporting above-the-line advertising with media vehicles preferred by lower LSM groups, namely outreach programmes, dramas and *Izimbizo*, which otherwise would not be implemented due to longer lead times.
- 3.2.5 Embracing the multimedia approach for communication campaigns for greater reach and impact through print, radio, outdoor, below-the-line and emphasis on unmediated communication, along with the extension of government's communication infrastructure through MPCCs and *Imbizo*.

## 4. CURRENT SITUATION

### 4.1 Bulk-buying contract

In 1998, GCIS initiated a contract for the bulk buying of media space and time. This service was established in line with the Comtask Report that found that *ad hoc* advertising by government was wasteful and that with better media planning and centralised buying, substantial savings would accrue for government.

The pooling of government's annual advertising expenditure in pursuance of cost savings and discounts brought about the establishment of the facility for government.

Currently, more than 14 departments participate in the contract and are thus authorised to utilise the GCIS media buying delegation. In order to promote rational use of resources and consistency in pursuing media procurement practices that further promote equitable targeting of communication, it is of critical importance that all departments should participate in government's bulk-buying contract.

### 4.2 Contributions to the transformation of the advertising industry process

GCIS, in collaboration with the media bulk-buying agency, prioritises equitable distribution of adspend through the following tactics:

- Proper target audience segmentation to ensure that target audiences falling within LSM 1-4 grouping are accessed in accordance with their media consumption habits. This process is enabled by tools like Telmar Software, which uses research information like the South African Advertising Research Foundation's All Media and Products Survey data, MGM, Future Facts, etc. to customise cross tab reports and assist in creating insightful media plans and strategies.
- Post-campaign analysis to determine value for money.
- Monitoring government's advertising expenditure patterns on a monthly basis to promote use of the most appropriate channels, and note any variations.
- Tailoring messages to specific groups along the lines of language and access to resources.

## **5. MECHANISMS IN PLACE TO MONITOR AND FACILITATE COMPLIANCE**

- 5.1 Departmental HOCs' compliance will be monitored through the Peer Review System.
- 5.2 Annual or bi-annual surveys will be done to track government adspend against the Advertising Transformation Index report baseline research.
- 5.3 Advertising expenditure patterns will be monitored on a quarterly basis, and a presentation will be made to the GCF. Departments who do not participate in the GCIS media bulk-buying facility will be required to submit quarterly reports to GCIS' Marketing Section.
- 5.4 All HOCs will be required to report on the implementation of the Values Statement of the marketing and communications industry, adopted on 23 April 2003, and to monitor contributions towards the transformation process.
- 5.5 GCIS will facilitate workshops and other capacity-building initiatives for all communicators to ensure that they are kept informed of the developments in the industry.
- 5.6 GCIS, through the media bulk-buying facility, will assist departments to develop realistic strategies and plans, facilitate pre-testing of messages and actual placement and conduct post-campaign analyses to measure impact against set objectives.

## **How to launch an awareness campaign**

The Minister has asked you to head the team that will be responsible for marketing and advertising. This may look like a daunting task but if you just calm down and follow this friendly advice you will be the queen or king of government communicators.

A good starting point to launch an awareness campaign is a brainstorming session with your team. The session should focus on the following:

- Set clear objectives
- Identify target audiences. (You may request the GCIS' marketing, Advertising and Marketing division to provide available media research findings).
- Develop key messages.

- Adopt a budget.
- Link the budget to specific marketing and advertising activities.
- Project Implementation Plan.

Basic steps to maximise advertising and marketing in government communication:

### REMEMBER!!!

Your objective is to alter the environment in which you communicate by eliciting favourable responses from your audience and influencing their behaviour without resorting to propaganda.

### Cost-breakdown structure

This includes a number of specific actions necessary to determine the cost of each task and the project as a whole. This task requires that the cost allocated to each task ultimately roll up to an approved total cost. The components of this process are:

#### (a) Estimating costs

- Identify similar previous projects and obtain the cost data
- Identify similarities and differences between the current and past projects
- Adjust the cost estimates of the current project to suit cost fluctuations
- Obtain the approximate rates for each major activity or cost driver
- Document the total cost estimates
- Compile a resource management plan, which should include a staff and infrastructure requirements plan, and total project cost estimates.

#### (b). Compiling a budget

- Summarise project cost estimates by time periods
- Create an expenditure plan by performing the following:
  - Identify items, which would require tender procedures
  - Determine when these items must be ordered or purchased
  - Collate the expenditure plan and the cash flow statement into a project budget.

### Media Buying

When buying space in the media for promoting departmental activities and programmes, remember that you are dealing with public funds and should therefore ensure that the money spent is justified by your predetermined outcomes.

### Procedures for bulk buying and advertising:

The GCIS has developed the following guidelines and requirements through which the best value can be extracted from the huge financial investment in advertising.

These guidelines are an attempt to define the very best working practice to minimise the potential for financial risk and fulfil the vital requirement of government to communicate with its citizens.

### **Disclosure of Budgets**

The very first process to be completed in order to secure the levels of bulk discount that are appropriate to the GCIS is the full and early disclosure of the total financial investment that has been budgeted for the forthcoming financial year.

### **Media Modus Operandi**

With the wealth of communication choices available to reach a given target market, it is essential that the media planner is involved in the campaign development process from the beginning. The overall team working on the GCIS will consist of four principals, namely: Departmental Heads of Communication, GCIS, Creative Agency/ creative source and the Media planning and buying agency.

Interaction between departments, the GCIS and the media agency.

- Stage 1.        Planning and Buying –  
                     Media Strategy
- Stage 2.        Planning and Buying.  
                     Tactical Media Planning and Buying
- Stage 3.        Campaign Monitoring
- Stage 4.        Financial and Billing procedures.

### **Preparing a Brief**

- Who should participate?

All stakeholders involved in the campaign should be present at the briefing. These should include HOC or any designated person, GCIS client co-ordinator, the appointed media planning and buying agency, and the creative agency.

- When should it take place?

There is no standard timeframe, except that it should always take place as early as is possible.

- Who is responsible for what?

The media planning and buying agency is appointed as the sole media strategic and tactical media agency for the GCIS and as such is paid a fee to provide its services. The appointment is made on the basis of competency and suitability for the task

- **Content of the Brief**

The following is a checklist that includes all the elements required by a media agency to deliver the appropriate media strategy and tactical plan that will guide the buying of the media time and space required to deliver the campaign results. For administration purposes, the following generic information is required:

- Campaign Brief
- Budget
- Date
- Department/s, Section (if applicable),
- Campaign
- Control No
- Issued By
- Requested Deadline
- Agreed Deadline.

What are the next steps?

Once the brief has been received and accepted by the agencies, work toward the delivery of the communication campaign will begin. At all times the departmental co-ordinator and relevant GCIS staff should make themselves available to the agencies to answer questions that affect the effectiveness of the campaign. This is just the beginning of the communication process and the brief can often be seen as the starting point from which the final campaign will evolve.

The media buying department will then book and confirm space/time, check the campaign for clashing interests and issue the creative agencies with media chase lists detailing insertion/fighting dates, sizes/duration of advert and material deadlines. The creative agency will then supply the Media Buyer with TV/Radio fighting codes and Print key numbers/captions.

The media buyer will then prepare and issue fighting schedules and copy instructions to the relevant media owners. In the event of any misflightings or poor reproduction, the Media Buyer will then negotiate compensation and advise GCIS accordingly.

- Issuing of purchase order numbers

Each approved media schedule, whether it be TV, Print, Radio or Cinema, requires its own individual purchase order number which is to be attached to the schedule at the time of signing off by the GCIS. This purchase order number is essential in that it provides physical proof that the buying agency has received approval to secure the time and space as detailed on the Implementation Plan and Buying Brief. Without this purchase order number they are not in a position to secure and confirm time or space. Before order numbers are issued, departments must transfer funds to the GCIS account.

- Penalties for late payment

Overdue payments will be reconciled and charged at 2% over the standard base rate.

- Reconciliation of Account

Any debits or credits passed for a specific month will be included in the following month's account.

## Distribution

If your marketing strategy includes the distribution of material to your target audiences, do consider the following:

- Ensure that the material is tailored to the needs of your target audience.
- Your method of distribution must take into account the location of your audiences (urban-rural divide), language, gender and cultural issues.
- Where appropriate the material must be distributed electronically.
- Since distribution can be a time consuming, costly and labour intensive activity, you may want to employ the services of a reputable distribution agency. Consult with the GCIS with regard to suitable agencies.

## 4.9 MANAGING THE CORPORATE IDENTITY OF GOVERNMENT

### What is Corporate Identity?

Every organisation, company or brand has a distinct identity that differentiates it from competitors. It allows customers, audiences, suppliers, stakeholders and staff to recognise, understand and clearly describe the organisation concerned. The complex identity of an organisation includes the effectiveness of its services or products, the shared values and ambitions of its employees, the corporate tone of voice and public relations profile. Naturally, its visual appearance or visual identity plays a key role.

Visual identity manifests itself in many ways. In addition to its logo, typeface and colours, the following all contribute to the brand architecture created by the identity: stationery; marketing literature; buildings; signage; customer information; vehicles, and every aspect of promotional activity from a high-profile advertising campaign to the design of a promotional leaflet.

### Why Corporate Identity for government?

The public sector in South Africa is vast and confronted with a multitude of challenges in a very competitive service and communication environment. Often these challenges are determined by the socio-economic and political environment of the country.

The initiative to establish a Corporate Identity for government was derived from the following Comtask Report recommendation: 'It is proposed that all Government buildings have recognisable corporate imaging and that documents and other products have a design or official logo that makes them easily identifiable and accessible.'

This is addressed by applying the Coat of Arms to a branding strategy for the whole of government. Government departments compete with each other for staff, funding, customer service and a share of voice and mind. This is a minor phenomenon when compared to the extent of the competition for the same resources and assets with the

private sector. The only way to achieve success in such a highly competitive arena is through differentiation, by developing a distinctive brand personality and set of values, which appeal to the State's key audiences.

When well managed, Corporate Identity can be a powerful means of integrating the many departments and programmes essential to the State's success. It can also provide the visual cohesion necessary to ensure that all corporate communications are coherent with each other and result in an image consistent with the State's ethos and character.

### **What is the Corporate Identity for government?**

The ushering in of democracy in South Africa meant that the national symbols had to reflect the principles of the new era. The National Flag was introduced in 1994. The Cabinet approved the highest visual symbol of the State, the National Coat of Arms, as the official Corporate Identity for government in March 2000. The National Coat of Arms was launched on 27 April 2000.

The Department of Arts and Culture, through the Bureau of Heraldry, registers and promotes the national symbols. Part of the responsibilities is to protect the integrity of the symbols through the Heraldry Act, 1942 (Act 18 of 1942), and the general guidelines made available to the people. The Bureau of Heraldry registered the design of the Coat of Arms, thereby assuming responsibility to protect and promote it.

In 2001 the GCIS initiated the design of the new Coat of Arms and commissioned research on the application of the Coat of Arms into the Corporate Identity programme for government. The main objective of this research was to solicit input from the key roleplayers on how the Coat of Arms should be applied consistently as branding throughout government.

The research report made a number of recommendations, including the development of a branding manual.

The new Coat of Arms Guidelines regulate the use of the Coat of Arms as branding for government. The Guidelines communicate the important message on the respect and limits to the use of the Coat of Arms, to further protect them from unjust commercial exploitation and abuse.

The Guidelines also help in the popularisation of the Coat of Arms.

To address the current inconsistent application of the Government brand, the GCIS has developed a *Corporate Identity Manual* for government. The *Manual* facilitates easy recognition of communication from government by the public. Among others, the *Manual* provides a graphical detailing of the Guidelines and informs the colour, palette, typography, page layout, paper, templates and procedures for the consistent application of the corporate brand by all departments.

### **What are the other Corporate Identity elements?**

Corporate Identity changes can be accompanied by widespread changes to organisational culture, quality and service standards. If done well, and if publics experience a great new or improved experience, then the changes will, over the longer term, have a corresponding positive effect on brand image. Brand Identity is the total proposition that an organisation makes to consumers – the promise it makes. It may consist of features and attributes, benefits, performance, quality, service support, and the values that the brand possesses. The brand can be viewed as a product, a

personality, a set of values, and a position it occupies in people's minds. Brand Identity is everything the company wants the brand to be seen as.

#### 4.10 CAMPAIGN MANAGEMENT

Over the past few years of the new political dispensation communicators have had to deal with specific campaigns, which required planning and management. To name just a few, the government has dealt with the Arrive Alive campaign, HIV/AIDS awareness, Taxi Recapitalisation Programme, and many more. Many of these campaigns have presented communicators with a variety of challenges. For all of them there are basic steps that are essential to guarantee reasonable success. Another challenge is that a developmental paradigm requires communicators to understand and plan campaigns in a particular manner.

When a campaign is to be embarked upon, it must be preceded by:

- Thorough research of its objectives, audiences, feasibility and possible consequences
- Identification of costs and capacity needed
- A clear strategy and programme of action
- Project leadership
- Crisis anticipation (Drawing of scenarios and possible solutions)
- Identification of key players and timeframes
- Consistent, efficient and effective communication with the target audience
- Decision on the leading communication voice on the campaign if necessary
- If you are to select an agency to manage a campaign, have clear guidelines, based on the objectives of the campaign. Efficiency is crucial.

Managing communication projects effectively

##### Project Design

This process seeks to guide you as a communicator to identify key issues when managing a communication project. It will help you manage what steps you have to undertake to achieve maximum success.

##### A. Project Identification

1. Project Title
2. Client
3. Project Leader (GCIS)
4. Project Leader (client)
5. Theme supervisor

##### B. Project design process flow



#### 4.11 MEDIA LIAISON AND MANAGEMENT

'It seems clear to me in that context, that as government we have not done really what we ought to have been doing more effectively, which is to communicate about what the government is doing and thinking. I think the message has come across very strongly, that this has been a very serious failure on the part of the Government. Clearly, it is something that we need to correct.' – President Thabo Mbeki addressing the Cabinet/SANEF Indaba held at Sun City, North West on 30 June 2001.

#### ADDENDUM ONE

##### 6.1 Generic Key Performance Areas for HOCs

The Cabinet approved the introduction of measures to allow the GCIS to monitor and co-ordinate government communication more effectively and ensure implementation of the overall government's communication strategy.

These measures include the introduction of generic key performance areas for HOC, which are aimed at enhancing the co-ordination and integration of government communication.

This follows the resolution taken at a GCF to the effect that GCIS should be more involved in the processes aimed at improving government communications.

This initiative should enable the GCIS to improve government communication for better co-ordination and integration of messages, campaigns and programmes. The Key Performance Areas outline the generic functions of the HoC in a Ministry and department. This empowers the HoC to be actively involved in the strategic decision-making machinery of their respective departments in terms of creating a new consciousness and appreciation of communication as a tool for service delivery.

##### Functions of HoCs:

Cabinet approved that communicators should fulfil their obligations towards the co-ordination of government-wide communication by adhering to mechanisms that have been established to fulfil this objective. A HoC shall, among others:

- Submit departmental communication strategies and programmes developed in line with the overall government strategy within two weeks of Cabinet approval to the GCIS
- Participate and contribute to the programme of communication clusters, GCF, meetings for HoCs and MLOs to plan for post-Cabinet briefings, Pre-Cabinet meetings, training fora, Government Communicators' Extranet, submission of news releases and diary information to *BuaNews* Online and *Bua* Magazine, and development of communication strategies for clusters
- Ensure quality of the work of the MLO, with specific reference to the following:
  - (i) Responsiveness to media enquiries, i.e. respond to all enquiries and issue media statements, opinion pieces and feature articles

- (ii) Maintaining a healthy relationship with the media, including the Press Gallery Association
- (iii) Develop deliberate strategies to keep the foreign press corps informed of the department's work and approaches to issues
- (iv) Ensure that there are clear plans for each campaign and that such are linked to the GCS.
- (v) Ensure professional and strategic presentations for Media Briefing Weeks
- (vi) Contribute to the Cabinet Memoranda, in particular the item on communications implications
- (vii) Communicate with the GCIS the plans and outcomes of exchange programmes with other countries
- (viii) Improve proficiency and maintain quality standards in so far as adhering to the basic fundamentals of communication management, such as:-
- (aa) managing advertising and other agencies that do communication work for the department;
- (bb) ensure strategic planning around main communication events such as Budget Vote; national and international ays; any other main campaigns and events aligned to the department;
- (cc) proactive communication activities for the Minister and department;
- (dd) ensuring cost effectiveness in the use of resources;
- (ee) strategic management, monitoring and evaluation of campaigns;
- (ff) manage the distribution of publications and materials to reach target audiences, including through the IRC, GICs and MPCCs
- (gg) build capacity for the communication division by implementing training programs.

### **Assessment of Key Performance Areas**

The Minister and/or Director-General will conduct regular assessments of a HoC, or any other senior official delegated by them as per the Public Service Regulations. The "assessing authority" will also consult the GCIS on its views regarding the performance of the HoC, especially on matters pertaining to his/her contribution within the government communication system as a whole. The form of such consultation will be worked out between the GCIS and the Ministry/Department concerned.

## **ADDENDUM TWO**

### **6.2 IMBIZO MANUAL**

During 2000, the Cabinet decided that *Imbizo* as a style of interactive governance and communication should be adopted to promote increased dialogue between the government and people without mediation.

*Imbizo* promotes active involvement and participation of the public in the implementation of government programmes. This should happen as the norm of government operation on a continuous basis, but there will be certain periods of intensified public participation across government reflected by Cabinet members, Premiers, Mayors and other senior government officials coming into active contact with different sectors of society. These shall be the *Imbizo* Focus Weeks.

*Imbizo* is therefore aimed at building a partnership between government and the South African public in the process of social change. In the spirit of partnership between the government and the communities, attempts may be made to identify stakeholders and/or individuals within communities who are actively involved in projects that have a positive impact on community development. For example, representatives of business, church, labour, youth, women and any other sector of society. Provincial Outreach programmes where the Executive Council meets the people from one region to the next are a reflection of *Imbizo*.

The President has set aside 2-3 days in his diary three times a year to give concrete expression to the *Imbizo* Programme through visits to provinces.

The aim is to give people an opportunity to raise issues about the programmes of government. This would, in the main, ensure that government listens to and notes the issues raised and ensures adequate follow-up with responsible departments and bodies and where possible responds immediately, if action has already been committed or taken. Where it is not possible to respond immediately the government has to commit itself to get back and respond at a particular time frame.

The national communication strategy envisages the *Imbizo* Focus Weeks will happen twice a year, once following the President's announcement of the government's Programme of Action in the SONA and after the Budget Speech and once towards the end of the year.

The central characteristic of these activities and events will be direct interaction with the people to receive feed back on programmes that are already being undertaken and to highlight to the people what government is and will be doing that year to improve the quality of their lives.

Each Focus Week will be given coherence in content and communication through the use of publicity material produced by the GCIS and the Department of Finance, which communicates the Programme of Action for the year and the Budget that will underpin its implementation. The core message for the year, e.g. Building a People's Contract for a Better South Africa and a Better World, will be prominent and visible throughout.

The President's participation raises the profile of this style of governance and sets an example to the whole government.

*Imbizo* can be undertaken over a few days or just in one day depending on the content of the programme that has been agreed.

Below is a set of guidelines to ensure that any government sphere or department wishing to undertake *Imbizo* does so honouring the spirit and letter of the general principles.

These guidelines will cover the following essential areas of *Imbizo*:

- o Interaction with the people

- o Media liaison
- o Publicity
- o Follow up on issues raised

### **3. Guidelines for undertaking *Imbizo***

#### **3.1. Strategising for *Imbizo* Communication**

An *Imbizo* Communication Programme has to be based on a defined communication strategy. The strategy must clearly outline the objectives of undertaking such an *Imbizo* and must contain all the elements of the communication strategy as outlined in the generic framework for developing GCS'.

#### **3.2. Implementing *Imbizo***

##### **3.2.1. Planning**

Effective planning is a critical aspect of any successful campaign. This embodies initial conceptualisation of how the whole *Imbizo* will take place, using the communication strategy as a guide. At this stage, the role players must be identified and the necessary steps and processes specified in a work breakdown structure and action plan.

An example of a work breakdown structure for the President's *Imbizo* in Limpopo is shown below. Underneath it is an Action Plan showing how the implementation will take place.

These should be used only as guides and a checklist as each specific *Imbizo* should dictate what steps and processes to follow.

#### **EXAMPLE**

Work Breakdown Structure for the Presidential *Imbizo* in Limpopo

It is important to put as much detail to the plan as possible so it can serve as a guide during tasks review meetings.

##### **3.2.2. Establishing a Task Team**

A Task Team should be established and charged with the overall responsibility of implementing the *Imbizo*. The Task Team should preferably consist of selected government communicators from the department, representatives from protocol and security; a senior person who will be the link with the provincial department of the Executive Council and others as may be deemed fit.

The significance of having communicators in the Task Team is that of ensuring that the communication objectives of the *Imbizo* are strictly maintained.

Protocol and security have to be taken on board at all times as their understanding of the *Imbizo* is crucial to its success. Neglecting to brief them thoroughly may result in the

failure of the *Imbizo*, as they are critical and responsible for the movements of the principal on the ground.

Personnel from the province are also important in the process of implementing *Imbizo*. Preferably, it has to be someone with direct access to the Premier or the entire Executive Council, the MEC in the province, depending on the nature of the *Imbizo*.

The Task Team must have a designated Project Leader who will oversee the overall work of the Task Team and also have direct and full access to all those who need to be consulted to sign off things and approve the programme.

### **3.2.2. Role clarification**

Once the Task Team has been established the roles of the various role-players should be clarified to ensure a smooth implementation of the *Imbizo*. This must be as detailed as possible and should clearly indicate who will be responsible for which tasks.

### **3.2.3. Budget**

The budget is another crucial aspect of implementing *Imbizo*. Sometimes the budget commitments will be shared between the national department and the province. When this is the case it must be made clear which aspects of the budgets are the responsibility of the province and which of the national government.

At times this is left hanging and often results in unnecessary debts and unhealthy relations.

### **3.2.4. Consultation with the province and local municipality**

Most *Izimbizo* are conducted in a particular local area. It is important to observe all necessary protocol before pronouncing publicly the intention to undertake *Imbizo*.

Improper consultation can be a recipe for failure hence all parties must be consulted in advance about the *Imbizo*.

It is advisable that the task team should as much as possible station and operate from the province where the *Imbizo* will take place a few weeks before the event. This is critical as reports that are submitted by provincial officials about potential project sites to visit should be confirmed by actually visiting them.

### **3.2.5. Developing the *Imbizo* programme**

The programme is the ultimate reflection of long hours of work putting things together. At a glance, the programme should confirm if what is being undertaken is *Imbizo* or not.

This means that the *Imbizo* programme should cater for the principal's interaction with the people, allocating enough time for people to express their concerns and issues. The projects to be visited should also relate to the developmental and service delivery programme of government.

Long before deciding what the programme should look like, the province should have been requested to submit ideas about possible projects and programmes, which can be visited by the President, Minister or Premier.

The Task Team should select suggestions that are closest to the objectives of the *Imbizo* as outlined in the communication strategy. For instance, in a rural and poverty stricken province, issues that should be prioritised by an *Imbizo* programme include:

- Water
- Roads
- Poverty Alleviation Initiatives
- Health facilities
- Electricity
- Housing
- Education programmes
- Agricultural initiatives
- Economy boosting initiatives

There may be other political or social ills that are high in the agenda of the province that may need to be addressed during the *Imbizo*. These may be problems of racism, high level of crime, or even witchcraft.

By making these considerations, the programme will be responding to the needs of the environment as outlined in the communication strategy.

The programme has to be approved before any commitments are made about it either to different stakeholders or to the media.

Once the programme is approved, a second version for the public has to be produced. This will then be handed to interested parties, especially the media. This version will not include details that are necessary for security and protocol purposes only.

### **3.2.6. Media Liaison**

Media Liaison is critical to popularise *Imbizo* in order to relate to people the commitment government has in forming unity with the people for change.

A Media Liaison manager must be identified to be in charge of activities that relate to media liaison. Having too many people managing media liaison activities results in confusion about directives and often makes media people furious resulting in negative coverage of the *Imbizo*.

This person and his/her team will then be responsible for the development and implementation of an effective media liaison strategy and plan. The strategy and plan should entail among others:

- Briefings to the media
- Interviews
- Which media/journalists are to be targeted
- Opinion pieces
- Statement of key messages about the *Imbizo*

- Contents of the media kit

It is crucial that the media should be informed in time what the *Imbizo* is about – and this does not, at initial stages, have to be about details in the programme.

During some *Izimbizo*, it may be necessary to organise transport for the media to move from one venue to the next so that at all times they have access to the activities of the principal.

Another essential element of media liaison during *Imbizo* is to provide the facilities necessary for the media to do its work effectively. This may be an Internet Café where the media can file their stories. A briefing room should also be handy for when the need arises to give further briefings to the media.

### **3.2.7. Publicity**

In order to reinforce the message, publicity material has to be developed, availed and widely distributed. The publicity material must relate to the programmes of government, reflecting on successes and challenges of service delivery.

To achieve maximum impact to *Imbizo* Focus Weeks, common publicity material is used. This is in the form of posters, pamphlets and leaflets. The GCIS is responsible for producing leaflets and posters for the SONA and the People's Guide to the Budget, which it makes available for *Imbizos*. Departments and provinces can produce other material of their own, as long as they will integrate the central message of government.

People are often not well informed of government activities and programmes through the mainstream media, hence the emphasis of publicity material during *Imbizos*.

### **3.2.8. Promotional material**

Media statements, interviews and publicity material can be complemented by promotional material. These can be T-shirts, caps, backdrops, banners, etc. Again on these promotional material must prominently reflect the core message of the *Imbizo*.

### **3.2.9. Conducting research for *Imbizo***

Preliminary research: Research must be conducted on the given area where the *Imbizo* is planned to happen. This could either be on a province or on a particular community or village. In terms of quantitative data some of the service delivery indicators that could be used include statistics of:

- Electricity Grid connections
- Houses completed or under construction
- Water – people gaining access
- Healthcare – people gaining access
- Telephone lines – number of lines installed
- Education – Matriculation results or educator: learner ratio

The above statistics must be collected from 1994 – current to show trends of progress. This can in turn be used on publicity material for the *Imbizo*.

In terms of qualitative data, consideration must be given to issues on development in the specified area, languages spoken, natural resources, and communications milieu of the area.

Secondary research: In assisting the project team to make informed decisions on the development of the programme, it is necessary for information to be gathered from various service delivery departments on successes and challenges that face their service delivery programmes in the given area.

- It is important that information received from departments is verified by independent research, which may involve field visits or contacting people involved in the programmes etc.
- In processing the research consideration must be given to both the outputs and impact of service delivery.
- Research briefings must be written on each service delivery programme, whether it is building a school, construction of a clinic or the operations on a small holding. All research briefings must be in a format that is easily readable and succinct. It should ideally contain sections on background, success, status of the programme and challenges.
- It is important to keep the briefing notes clear and precise, because they can then be used and further processed by the MLO to be included into the press packs.

Assessment and follow-up research: This is crucial for an effective *Imbizo*, which will ultimately be measured by its follow-up in terms of action taken

- The researcher needs to identify and brief scribes for each event. Scribes must be fluent in both English and the prevalent language spoken at the area where the *Imbizo* takes place.
- Ideally scribes should come from the communications section, because they are more aware of the communications environment in which they will be documenting issues raised.
- A user-friendly form needs to be drawn up by the researcher for each scribe to complete when documenting issues raised by the people.  
Hint: Copies should be made of the form and compiled into a booklet with a hardback cover and a plastic front cover. This is to help scribes document easily in rural areas.
- An example of the format of the form is attached as a guide (See page 46)
- All scribe notes need to be collected and collated into a follow-up report of all issues raised. Ideally, this should be in the form of a database, such as Access, or in a tabular form, which captures all the fields of the scribe form.
- A fortnight after the *Imbizo* visit, it may be necessary to visit the province to obtain their report back as well as discuss the development of a consolidated report.
- The consolidated report, which will also include timeframes of action required by responsible departments and bodies, should be presented to the principal, i.e. President, Deputy President, Premier, Minister, Mayor, Councillor, etc.
- The report must be communicated to the relevant responsible departments or bodies via the proper protocol channels, to ensure that action is taken and communicated to the affected province or area.

Together with other documentation and plans all research material and notes must be filed and used during the assessment and closure of the project for that particular *Imbizo* event.

### 3.2.9.2 During the *Imbizo*



So far we have dealt with plans and processes leading up to the *Imbizo*. During the *Imbizo* there are critical things that the task team has to be in charge of.

#### 3.2.9.2. Recording proceedings

The task team has to allocate people who will be in charge of recording and documenting the issues that are raised by people, and the responses that are given by government officials.

This is critical for follow up. An *Imbizo* is not complete and successful if government does not follow up on issues and concerns raised by the people. In order to achieve this, detailed recording and documenting of proceedings is required.

People allocated to perform this task during the *Imbizo* should be fully dedicated to this and should not be distracted, as they need to capture everything. Audio-visual and radio recording should also be done to reinforce the recording process.

An important part of ensuring that things are well recorded and that people are able to raise their issues audibly is the need to avail communication facilities for this purpose. Thus, the team must ensure that there is an operational Public Address System and roving microphones for people to speak from.

Given the mobility nature of these sessions, it would be advisable to outsource the PA system from venue to venue. GCIS Broadcast Production may be requested to record the events that have a Development Communication element. These requests need to be made within a reasonable timeframe and the GCIS would provide its services depending on the availability of resources at that time. The recorded material should be transcribed and out of that material, a detailed report of the entire *Imbizo* should be the outcome. In the past only the principal's speeches were transcribed and copies of the material circulated to the provincial community radio stations.

#### 3.2.9.3. Monitoring the programme

The Task Team should allocate members to all the venues where the *Imbizo* will be taking place, to ensure that things are organised as agreed. Any problems should be reported immediately to the Project Leader for alternative arrangements, if necessary.

The Project Leader should at all times be with the principal advising on proceedings and managing the time in the programme. Adherence to the time allocated in the programme is crucial as late arrival to the next destination can cause irritation and even shape the attitudes of people. Thus, it is critical to advise people about the actual and accurate venues to avoid situations where people wait for the principal in particular venues that are not part of the political principal's itinerary.

However, the Project Leader should be dynamic and flexible to deal with unforeseen circumstances. Continuous briefing of the Head of Protocol and Security is important to take them on board and consult them where the programme has to take a slight or drastic change.

If the *Imbizo* is happening over a few days each day the Task Team should meet at the end of that day's programme and assess the proceedings for that day as well as plan for the next day.

### 3.3. Post *Imbizo* tasks

The task team does not disband immediately after the last item on the programme of the *Imbizo*. There are issues to be dealt with after the *Imbizo*.

#### 3.3.1. Evaluation of the *Imbizo*

The task team needs to make an evaluation of the *Imbizo* and critique where necessary for future improvements. The evaluation should be the first step towards writing a report about the *Imbizo*.

#### 3.3.2. *Imbizo* report

The Task Team has to produce a report about the *Imbizo*, which is submitted to the management. The report should contain recommendations about how issues raised will be taken forward.

#### 3.3.3. Follow-up

The Task Team should also set up a process by which issues that were raised during the *Imbizo* will be followed up. This may entail consulting relevant government structures that may not have been at the *Imbizo* but are the competent structures to respond to issues raised.

Formal contacts needs to be made with those structures through the political head or any such official appropriate to do so.

Continuous assessment of the follow up is required to ensure that indeed government is fulfilling its commitments. After a while it is advisable to return to the areas visited during the *Imbizo* to see if there have been changes. In certain instances, there is huge progress that can form the basis for a good media follow up.

## 4. Conclusion

The generic guidelines and checklists outlined in this document should be adhered to in order to conduct a successful *Imbizo*. It should, however, be borne in mind that *Imbizo* is not a public relations exercise, but a catalyst aimed at getting a sense of the needs of ordinary people themselves in order to better respond to improve the quality of life of all citizens.

### **Guidelines for effective scribing during an *Imbizo***

A crucial determinant of the success of an *Imbizo* is effective follow-up on issues and concerns raised during an event, as an *Imbizo* will ultimately be measured by its follow-up in terms of action taken. Outlined below are some guidelines, which serve as pointers for effective capturing of issues and concerns.

There should be a central person who co-ordinates and briefs scribes. The co-ordinator should also have prior access to the programme to make logistical arrangements for scribes to be present at all the events. There should be at least two scribes allocated per event. Scribes could take on alternate (Event one and three OR two and four) events in the programme to allow for travelling arrangements.

Scribes must be fluent in both English and the prevalent language spoken in the area where the *Imbizo* takes place. Scribes should come from the communication section, because they are more aware of the communication environment in which they will be documenting issues raised. When capturing issues raised it must be done in such a way that follow-up action is borne in mind. Accuracy and capturing the gist of the issue are therefore essential.

The response and action committed to by the relevant political principals (MECs, Premier, President, Deputy President, mayor, councillors) must also be accurately captured. This is crucial in terms of accountability. A user-friendly form needs to be drawn up for each scribe to complete when documenting issues raised by the people.

Hint: Copies should be made of the form and compiled into a booklet with a hardback cover and a plastic front cover. This helps scribes to document in rural areas. An example of the format of the form is attached as a guide (Addendum 1).

The co-ordinator needs to collect all scribe notes and collate them into a follow-up report of all issues raised. Ideally, this should be in the form of a database, such as Access, or in a tabular form, which captures all the fields of the scribe form. An example is attached in Addendum 2. A fortnight after the *Imbizo* visit, it may be necessary to visit the province to obtain their report-back as well as to discuss the development of a consolidated report.

The consolidated report of issues raised will form part of the comprehensive report prepared by the hosting province of the *Imbizo*. Issues raised will affect various provincial departments and local government, and may even have implications for national departments. The report must thus be communicated from the relevant Premier's Office to the relevant responsible departments or bodies via the proper protocol channels to ensure that action is taken and communicated to the affected province or area.

The HoC in the province needs to put in place follow-up mechanisms to ensure that feedback from provincial departments, national departments and all other responsible entities is communicated to the affected communities. Together with other documentation and plans, all research material and notes must be filed and used during the assessment and closure of the project for that particular *Imbizo* event.

Addendum 1

#### PRESIDENTIAL *IMBIZO* IN NORTH WEST

<b>Name and contact details of scribe:</b>		
<b>Date: (tick appropriate box)</b>		
<b>Friday</b>	<b>Saturday</b>	<b>Sunday</b>
<b>Issue raised:</b>		
<b>Raised by whom:</b>		
<b>Action already taken:</b>		
<b>Action needed or committed:</b>		

**Provincial responsibility: (tick the appropriate box)**

**Portfolios for North West**

Office of the Premier (Premier BE. Molewa)

Roads and Public Works (MEC H.D Yawa)

Agriculture, Conservation and Environment (MEC N Duma)

Education (MEC O.J Tselapedi)

Finance (MEC D. Afrika)

Economic Development and Tourism (MEC M.E Modiselle)

Health (MEC M. Mayisela)

Development, Local Government and Housing (MEC F.P Vilakazi)

Transport and Roads (MEC J.D Thibedi)

Safety and Liaison (MEC M. Modiselle)

Social Service, Arts, Culture and Sport (MEC R.N Rasmeni)

**National responsibility: (tick the appropriate box)**

**National department**

**National department**

Agriculture and Land Affairs

Labour

Arts and Culture

Science and Technology

Minerals and Energy

Communications

The Presidency

Correctional Services

Provincial and Local Government

Defence

Public Enterprises

Education

Public Service and Administration

Environmental Affairs and Tourism

Public Works

Finance

Safety and Security

Foreign Affairs

Social Development

Health

Sport and Recreation South Africa

Home Affairs

Trade and Industry

Housing

Transport

Intelligence
Water Affairs and Forestry
Justice and Constitutional Development
<b>Other responsible organisations:</b>

#### Addendum 2

Province or Dept/Place/Date: Free State/ Sediba Thaba Nchu – Open day for MPCC – / 09 October 2002				
Issue raised	Cluster	Responsible authority	Action taken or to be taken	Status

#### Note:

**Province:** refers to the province where the *Imbizo* took place OR the department which organised the *Imbizo*.



**Place:** refers to the actual location where the interactive governance took place (events from the programme).

**Date:** The date when issues were captured by Scribes on the ground.

An example of the form to be filled in by Scribes during the *Imbizo*

### **IMBIZO TO THE NORTH WEST PROVINCE BY DEPUTY PRESIDENT JACOB ZUMA**

Name and contact details of Scribe:

Date: Friday 06 July 2001

Event (tick appropriate box) Relebogile Clinic      Traditional Leaders meeting  
Lebotlwane MPCC

Issue Raised:

Raised by whom:

Action already taken:

Action needed or committed:

Provincial responsibility: (tick the appropriate box)

Portfolio's for North West

Office of the Premier

Traditional Affairs and Corporate Affairs MEC

Agriculture, Conservation and Environment MEC

Education MEC

Finance MEC

Economic Development, Planning and Tourism MEC

Health MEC

Development, Local Government and Housing MEC

Transport, Public Works and Roads MEC

Provincial Safety and Liaison MEC

Social Service, Arts, Culture and Sport MEC

National responsibility: (tick the appropriate box)  
National Department

National Department

Agriculture and Land Affairs

Labour

Arts and Culture

Science and Technology

Minerals and Energy

Communication

The Presidency

Correctional Service

Provincial and Local Government

Defence

Public Enterprises

Education

Public Service and Administration

Environmental Affairs and Tourism

Public Works

Finance

Safety and Security

Foreign Affairs

Social Development

Health

Sport and Recreation South Africa

Home Affairs

Trade and Industry

Housing

Transport

Intelligence

Water Affairs and Forestry

Justice and Constitutional Development

## **ELECTRONIC MEDIA**

### **SABC Television Services**

Mail: Private Bag X1, AUCKLAND PARK, 2006  
Street: Artillery Road, Auckland Park, JOHANNESBURG  
Tel: (011) 714 5150  
Fax: (011) 714 5180

### **SABC Radio**

Mail: Private Bag X1, AUCKLAND PARK, 2006  
Street: Artillery Road, Auckland Park, JOHANNESBURG  
Tel: (011) 714 5150  
Fax: (011) 714 5180

### **SABC AFRICA**

Mail: Private Bag X1, AUCKLAND PARK, 2006  
Street: Artillery Road, Auckland Park, JOHANNESBURG  
Tel: (011) 714 6362

Fax: (011) 714 5014  
E-Mail [molefetp@sabc.co.za](mailto:molefetp@sabc.co.za)

### **M-net Television**

Mail: PO Box 2963, PINE GOWRIE, 2123  
Street: 137 Hendrik Verwoerd Drive, Randburg, JOHANNESBURG  
Tel: (011) 686 6000  
Fax: (011) 686 6666  
E-mail [zmrwebi@mnet.co.za](mailto:zmrwebi@mnet.co.za)

### **ETV**

Mail: PO Box 12124, Mill Street Gardens, CAPE TOWN, 8010  
Street: Block B Long Kloof Studios, Darters Road Gardens, CAPE TOWN  
Tel: (021) 481 4500  
Fax: (021) 481 4520/4630  
E-mail [info@etv.co.za](mailto:info@etv.co.za)

### **567 Mw Cape Talk**

Mail: PO Box 567, VLAEBERG, 8018  
Street: Cape Talk Radio Building, 183 Bree Street, CAPE TOWN  
Tel: (021) 488 1500  
Fax: (021) 488 1550  
E-mail [pippa@capetalk.co.za](mailto:pippa@capetalk.co.za)

### **702 Talk Radio**

Mail: PO Box 5572, RIVONIA, 2128  
Street: 5 Gwen Lane, Sandton, JOHANNESBURG  
Tel: (011) 506 3200  
Fax: (011) 506 3633  
E-mail [news@702.co.za](mailto:news@702.co.za)

### **Business Day Radio**

Mail: PO Box 1745, SAXONWOLD, 2132  
Street: Times Media House, 4 Bierman Avenue, Rosebank, JOHANNESBURG  
Tel: (011) 280 3000  
Fax: (011) 280 5585  
E-mail [vernon@summittv.co.za](mailto:vernon@summittv.co.za)

### **Classic fm**

Mail: PO Box 782, AUCKLAND PARK, 2006  
Street: Jorissen Place, 6th floor, Jorissen Street, Braamfontein, JOHANNESBURG  
Tel: (011) 408 5235  
Fax: (011) 408 5249  
E-mail [rodney@classicfm.co.za](mailto:rodney@classicfm.co.za)

### **East Coast Radio**

Mail: Private Bag X9495, DURBAN, 4000  
Street: East Coast Radio House, 315 Umhlanga Rocks Drive, Umhlanga, DURBAN  
Tel: (031) 570 9495  
Fax: (031) 566 3531  
E-mail: [omar@ecr.co.za](mailto:omar@ecr.co.za)

### **Highveld Stereo**

Mail: PO Box 3438, RIVONIA, 2128  
Street: 5 Gwen Lane, Sandown, Sandton, JOHANNESBURG  
Tel: (011) 506 3200  
Fax: (011) 282 3900  
E-mail: [947@highveld.co.za](mailto:947@highveld.co.za)

### **Jacaranda fm**

Mail: PO Box 11961, CENTURION, 0046  
Street: 1 Samrand Avenue, Kosmosdal Ext 11, Midrand, JOHANNESBURG  
Tel: (012) 673 9100  
Fax: (012) 657 0104/5  
E-mail: [angie@jacarandafm.co.za](mailto:angie@jacarandafm.co.za)

### **Kaya fm**

Mail: PO Box 2869, PARKLANDS PARK, 2121  
Street: 38 cnr Bolton Road and 4th Avenue, Rosebank, JOHANNESBURG  
Tel: (011) 442 5544/48/49  
Fax: (011) 442 3509  
E-mail: [news@kaya-fm.co.za](mailto:news@kaya-fm.co.za)

### **Punt Gessels Radio**

Mail: Private Bag X201, MIDRAND, 1685  
Tel: (011) 655 5014  
Fax: (011) 315 9720  
E-mail: [alet@punt.co.za](mailto:alet@punt.co.za)

### **Yfm**

Mail: Postnet Suite 148, Private Bag X31, SAXON WORLD, JOHANNESBURG  
Street: Office 1A Block A, Regidend Place, Cradock, JOHANNESBURG  
Tel: (011) 880 7070  
Fax: (011) 880 6966  
E-mail: [lettie@yfm.co.za](mailto:lettie@yfm.co.za)

### **Radio Algoa**

Mail: PO Box 5973 Walmer, PORT ELIZABETH, 6065  
Street: Algoa House, The Board Walk, Marine Drive, Summerstrand, PORT ELIZABETH

Tel: (041) 505 9497  
Fax: (041) 583 5555  
E-mail [info@algoafm.co.za](mailto:info@algoafm.co.za)

#### **P4 Radio (Cape Town) Station**

Mail: PO Box 211, GREEN POINT, 8051  
Street: Fatbel Building, 3rd Floor, cnr Sommerset and de Smidt Streets, Green Point, CAPE TOWN  
Tel: (021) 406 8900  
Fax: (021) 406 8940  
E-mail [svein@makanainvestments.co.za](mailto:svein@makanainvestments.co.za)

#### **P4 Radio (Durban) Station**

Mail: PO Box 4995, DURBAN, 4000  
Street: 67 Old Fort Road, DURBAN  
Tel: (031) 310 9900  
Fax: (031) 310 9914  
E-mail [svein@p4kzn.co.za](mailto:svein@p4kzn.co.za)

### NEWS AGENCIES

#### **Reuters**

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Street: Chelsea Building, 138 West Street, Sandton, JOHANNESBURG  
Tel: (011) 775 3131  
Fax: (011) 775 3132  
E-mail [newsroom@reuters.co.za](mailto:newsroom@reuters.co.za)

#### **South African Press Association (SAPA)**

Mail: PO Box 7766, JOHANNESBURG, 2000  
Street: Cotswold House, Greenacres Office Park, cnr Victoria and Rustenburg Roads, Victory Park, JOHANNESBURG  
Tel: (011) 782 1600  
Fax: (011) 782 1587  
E-mail [news@sapa.org.za](mailto:news@sapa.org.za)

#### **Africa Eye News Network**

Mail: PO Box 6896, NELSPRUIT, 1200  
Street: Prominent Centre, Suite 30, Louistrichardt, NELSPRUIT  
Tel: (013) 755 4117/8  
Fax: (013) 755 4119/8  
E-mail [editor@africanpress.com](mailto:editor@africanpress.com)

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Mail: PO Box 2394, SAXONWOLD, 2132  
Street: Inet Building, 7 Sturdee Avenue, Rosebank, JOHANNESBURG, 2196  
Tel: (011) 280 0600  
Fax: (011) 280 0686  
E-mail: [jackie@inet.co.za](mailto:jackie@inet.co.za)

#### **lafrica Photos**

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Street: 23 Saulisbury Street, Upperwoodstock, CAPE TOWN  
Tel: (021) 447 4717  
Fax: (021) 447 9500  
E-mail: [iafricaphoto@iafrica.com](mailto:iafricaphoto@iafrica.com)

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Tel: (011) 713 9000  
Fax: (011) 713 9956/7  
E-mail: [pkruiger@beeld.com](mailto:pkruiger@beeld.com)

Mail: Private Bag X202, PRETORIA, 0001  
Street: DLV Park, 1166 Schoeman Street, Hatfield, PRETORIA  
Tel: (012) 420 7808  
Fax: (012) 420 7810  
E-mail: [flotter@beeld.com](mailto:flotter@beeld.com)

#### **Burger (Die)**

Mail: PO Box 692, CAPE TOWN, 8000  
Street: 40 Heerengracht Street, CAPE TOWN  
Tel: (021) 406 2121  
Fax: (021) 403 3965  
E-mail: [arossouw@dieburger.com](mailto:arossouw@dieburger.com)

Mail: PO Box 525, PORT ELIZABETH, 6000  
Street: Ivor-Benn Close, Fairview, PORT ELIZABETH  
Tel: (041) 503 6111  
Fax: (041) 503 6138  
E-mail: [yjacobs@dieburger.com](mailto:yjacobs@dieburger.com)

## **Volksblad**

Mail: PO Box 267, BLOEMFONTEIN, 9300  
Street: 79 Nelson Mandela Avenue, BLOEMFONTEIN  
Tel: (051) 404 7600  
Fax: (051) 430 6949  
E-mail [nuus@volksblad.com](mailto:nuus@volksblad.com)

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### **Business Day**

Mail: PO Box 1745, SAXONWOLD, 2132  
Street: Johnnic House, 4 Biermann Avenue, Rosebank,  
JOHANNESBURG  
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Fax: (011) 280 5505

Mail: PO Box 2447, CAPE TOWN, 8000  
Street: Times House, 2nd Floor, 35 Wale Street, CAPE TOWN  
Tel: (021) 488 1700  
Fax: (021) 488 1701  
E-mail [busday@bdfm.co.za](mailto:busday@bdfm.co.za)

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Mail: PO Box 1014, JOHANNESBURG, 2000  
Street: 47 Sauer Street, JOHANNESBURG  
Tel: (011) 633 2484  
Fax: (011) 838 2693  
E-mail [editor@businessreport.co.za](mailto:editor@businessreport.co.za)

### **Cape Times**

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Street: Independent Newspaper Holdings Ltd, Newspaper  
House, 4th Floor, 122 St George's Mall, CAPE TOWN  
Tel: (021) 488 4911  
Fax: (021) 488 4717/4744  
E-mail: [samb@ctn.independent.co.za](mailto:samb@ctn.independent.co.za)

### **Citizen (The)**

Mail: PO Box 43069, Industria West, JOHANNESBURG,  
2000  
Street: 9 Wright Street, Industria West, JOHANNESBURG,  
2000  
Tel: (011) 248 6000



Fax: (011) 248 6213/4

Mail: PO Box 681, CAPE TOWN, 8000  
Street: Die Groote Kerk Building, 10th Floor, Office No 1006,  
Adderley Street, CAPE TOWN  
Tel: (021) 461 6958  
Fax: (021) 461 6959  
E-mail: [citizen@citizen.co.za](mailto:citizen@citizen.co.za)

### **Daily Dispatch**

Mail: PO Box 131, EAST LONDON, 5200  
Street: 35 Caxton Street, EAST LONDON  
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Fax: (043) 743 5155  
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E-mail: [jafra@dfa.independent.co.za](mailto:jafra@dfa.independent.co.za)

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### **Natal Witness (The)**

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Street: 45 Willowton Road, PIETERMARITZBURG  
Tel: (033) 355 1111  
Fax: (033) 355 1122  
E-mail: [news@witness.co.za](mailto:news@witness.co.za)

### **Pretoria News**

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Street, PRETORIA  
Tel: (012) 300 2000

Fax: (012) 328 7166  
E-mail: [ptanews@pretorianews.co.za](mailto:ptanews@pretorianews.co.za)

#### **Sowetan**

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JOHANNESBURG  
Tel: (011) 471 4000  
Fax: (011) 474 8834  
E-mail: [dludluj@sowetan.co.za](mailto:dludluj@sowetan.co.za)

#### **Star (The)**

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Street: 47 Sauer Street, JOHANNESBURG  
Tel: (011) 633 9111  
Fax: (011) 836 6186  
E-mail: [starnews@star.co.za](mailto:starnews@star.co.za)

#### **ThisDay**

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2196  
Street: 3 Gwen Lane, Sandown, Sandton, JOHANNESBURG  
Tel: (011) 217 2000/2194  
Fax: (011) 783 6737  
E-mail: [thistdaynews@thisdaysa.co.za](mailto:thistdaynews@thisdaysa.co.za)

### **AFTERNOON NEWSPAPERS (ENGLISH)**

#### **Cape Argus (The)**

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Street: Independent Newspapers, 122 St George's Mall,  
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Tel: (021) 488 4911  
Fax: (021) 488 4156/4793  
E-mail: [argusnews@ctn.independent.co.za](mailto:argusnews@ctn.independent.co.za)

#### **Daily News (The)**

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Tel: (031) 308 2911  
Fax: (031) 308 2111/2715  
E-mail: [hub@ann.independent.co.za](mailto:hub@ann.independent.co.za)

#### **East Cape Weekend Post**

Mail: Private Bag X6071, PORT ELIZABETH, 6000  
Street: 19 Bulcan Street, PORT ELIZABETH  
Tel: (041) 504 7911  
Fax: (041) 585 4966  
E-mail: [weekend@johnnicec.co.za](mailto:weekend@johnnicec.co.za)

#### SUNDAY NEWSPAPERS (AFRIKAANS)

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Mail: PO Box 333, AUCKLAND PARK, 2006  
Street: 69 Media Park, Kingsway, Auckland Park, JOHANNESBURG  
Tel: (011) 713 9002  
Fax: (011) 713 9977  
E-mail: [rapport@rapport.co.za](mailto:rapport@rapport.co.za)

#### SUNDAY NEWSPAPERS (ENGLISH)

##### City Press

Mail: PO Box 3413, JOHANNESBURG, 2000  
Street: Media Park, 69 Kingsway, Auckland Park, JOHANNESBURG  
Tel: (011) 713 9001  
Fax: (011) 713 9985/6  
E-mail: [news@citypress.co.za](mailto:news@citypress.co.za)

##### Sunday Independent (The)

Mail: PO Box 1014, JOHANNESBURG, 2000  
Street: 47 Sauer Street, JOHANNESBURG, 2001  
Tel: (011) 633 9111  
Fax: (011) 834 7520  
E-mail: [jra@sunday.co.za](mailto:jra@sunday.co.za)

##### Sunday Times

Mail: PO Box 1742, SAXONWOLD, 2132  
Street: Johnnic House, 4 Biermann Avenue, Rosebank, JOHANNESBURG  
Tel: (011) 280 3000  
Fax: (011) 280 5150/1  
E-mail: [sundaytimes@sundaytimes.co.za](mailto:sundaytimes@sundaytimes.co.za)

##### Sunday Tribune

Mail: PO Box 47549, GREYVILLE, 4023  
Street: Independent Newspapers Holdings Ltd, 18 Osborne Street, Greyville, DURBAN  
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E-mail [hub@ann.independent.co.za](mailto:hub@ann.independent.co.za)

#### Sowetan Sunday World

Mail: PO Box 30315, WIBSEY, 1717  
Street: 61 Commando Road, Industria West, JOHANNESBURG  
Tel: (011) 471 4200  
Fax: (011) 471 4164  
E-mail [newsed@sundayworld.co.za](mailto:newsed@sundayworld.co.za)

#### Sunday Sun

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Street: RCP Media, Media Park, 69 Kingsway, Auckland Park, JOHANNESBURG  
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### **FINANCIAL PUBLICATIONS (AFRIKAANS)**

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Fax: (011) 884 0851  
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#### Financial Mail

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Street: Johnnic Communication Media House, 4 Biermann Avenue, Rosebank, JOHANNESBURG  
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Street: Bedford Centre, East Tower, 4th Floor, Bedford Gardens, Bedfordview, JOHANNESBURG  
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Fax: (011) 622 9350  
E-mail [newsdesk@engineeringnews.co.za](mailto:newsdesk@engineeringnews.co.za)

#### Ilanga

Mail: P O Box 2159, DURBAN, 4000  
Street: 128 Umgeni Road, DURBAN  
Tel: (031) 309 4350  
Fax: (031) 309 3489/1938  
E-mail [newsroom@ilanganews.co.za](mailto:newsroom@ilanganews.co.za)

#### Mail and Guardian

Mail: PO Box 91667, Auckland Park, 2006  
Street: Media Mill, 7 Quince Road, Milpark, Johannesburg  
Tel: (011) 727 7000  
Fax: (011) 727 7111  
E-mail [newsdesk@mg.co.za](mailto:newsdesk@mg.co.za)

#### Post (The)

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Street: 19 Osborne Street, Greyville, DURBAN, 4000  
Tel: (031) 308 2424  
Fax: (031) 308 2427  
E-mail [khalil@ann.independent.co.za](mailto:khalil@ann.independent.co.za)

### COMMUNITY RADIO STATIONS

#### ALX fm

Mail: PO Box 39108, BRAMLEY, 2018  
Street: Alexsan Kopan Resource Centre, cnr 12 Avenue and Selborne Street, Bramley, JOHANNESBURG  
Tel: (011) 443 9991  
Fax: (011) 882 1148  
E-mail [acbt@alxfm891.co.za](mailto:acbt@alxfm891.co.za)  
Frequen FM 89.1

cy

### Barberton Community Radio

Mail: PO Box 9163, BARBERTON, 1300  
Street: 2 Natpur Road, BARBERTON, 1300  
Tel: (013) 712 6590/6  
Fax: (013) 712 6591  
E-mail [bc104.1fm@mweb.co.za](mailto:bc104.1fm@mweb.co.za)  
Frequen FM 104.1  
cy

### ***Botlokwa Community Radio***

Mail: PO Box 1963, DWARS RIVER, 0812  
Street: Botlokwa Mphakane, Next to Tribal Office and Satelite Police Station  
Tel: (015) 527 0683  
Fax: (015) 527 0683  
Frequen FM 89.3  
cy

### **Bush Radio**

Mail: PO Box 13290, MOWBRAY, 7705  
Street: 330 Victoria Road, Salt River, CAPE TOWN  
Tel: (021) 448 5450  
Fax: (021) 448 5451  
E-mail [mother@bush.co.za](mailto:mother@bush.co.za)  
Frequen FM 89.5  
cy

### ***Radio Bushbuckridge***

Mail: PO Box 2014, BUSHBUCKRIDGE, 1280  
Street: Office E, Bushbuckridge Old Complex, BUSHBUCKRIDGE  
Tel: (013) 799 1486  
Fax: (013) 799 1486/1378  
Frequen FM 88.4  
cy

### **Cape Community fm**

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Tel: (021) 788 9492  
Fax: (021) 788 9493  
E-mail [mail@ccfm.org.za](mailto:mail@ccfm.org.za)  
Frequen FM 104  
cy

### **Chinese Community Radio**

Mail: PO Box 623, NOORDWYK, 1687  
Street: 1788 Essenood Road, Midrand, JOHANNESBURG  
Tel: (011) 318 1732/1729  
Fax: (011) 318 3152  
E-mail [ocmc@icon.co.za](mailto:ocmc@icon.co.za)  
Frequency MW 835.5  
cy

### **East Rand Stereo**

Mail: PO Box 54, SPRINGS, 1560  
Street: East Rand Stereo Building, 13 Louise Botha Street, Castle Bay, SPRINGS  
Tel: 083 910 0939  
Fax: 083 910 1939  
E-mail [eastrandstereo@oribi.co.za](mailto:eastrandstereo@oribi.co.za)  
Frequency FM 93.9  
cy

### **East Wave Radio**

Mail: PO Box 3000, LENASIA, 1820  
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Tel: (011) 854 4451  
Fax: (011) 854 4414  
Frequency FM 92.2  
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Street: Arts Cape Theatre Centre, Hertzog Bullawayo, Offshore, CAPE TOWN  
Tel: (021) 401 1013  
Fax: (021) 401 1014  
E-mail [fmr@iafrica.com](mailto:fmr@iafrica.com)  
Frequency FM 101.3  
cy

### **Good News Community Radio**

Mail: PO Box 33, CANELANDS, 4341  
Street: Givannadi Building, Sunfield Drive, Shortlanes, CANELANDS

Tel: (032) 533 3003  
Fax: (032) 533 3002  
E-mail [gncr@worldonline.co.za](mailto:gncr@worldonline.co.za)  
Frequency FM 98.0  
cy

### **Radio Helderberg**

Mail: PO Box 5509, HELDERBERG, 7135  
Street: cnr N2 and R44 Roads, Northern Entrance, Somerset Mall, HELDERBERG  
Tel: (021) 852 7483/4  
Fax: (021) 852 7482  
E-mail [info@radiohelderberg.co.za](mailto:info@radiohelderberg.co.za)  
Frequency FM 95.9  
cy

### ***Highway Radio***

Mail: Suite 221, Postnet X817, NEW GERMANY, 3620  
Street: 49 Kings Road, PINETOWN, 3620  
Tel: (031) 709 2950  
Fax: (031) 709 2925  
E-mail [lukelanga@highwayradio.co.za](mailto:lukelanga@highwayradio.co.za)  
Frequency FM 101.5  
cy

### ***Iscorian fm***

Mail: PO Box 2, VANDERBIJLPARK, 1900  
Street: Belfast Boulevard Street, VANDERBIJLPARK, 1911  
Tel: (016) 889 2005  
Fax: (016) 889 4694  
E-mail [ifm102@iscor.com](mailto:ifm102@iscor.com)  
Frequency FM 102.2  
cy

### **Kangala Community Radio**

Mail: PO Box 119, EKANGALA, 0121  
Street: Kangala Community Radio, 135A Section D, EKANGALA  
Tel: (013) 934 8669  
Fax: (013) 934 8673  
E-mail [kcrs@mweb.co.za](mailto:kcrs@mweb.co.za)  
Frequency FM 92.8  
cy



### ***Link fm***

Mail: PO Box 18368, QUIGNEY, 5211  
Street: No 6 3rd Floor, River Park Building, Pondy Road, EAST LONDON, 5201  
Tel: (043) 743 0056  
Fax: (043) 743 0065  
E-mail [edyman@linkfm.co.za](mailto:edyman@linkfm.co.za)  
Frequency FM 97.1  
cy

### **Moutse Community Radio**

Mail: PO Box 2000, ELANDSDOORN, 0485  
Street: Stand no 2956, Sempupuru, DENNILTON  
Tel: (013) 980 0532  
Fax: (013) 980 0059/16  
E-mail [moutsecr@bridges.co.za](mailto:moutsecr@bridges.co.za)  
Frequency FM 95.5  
cy

### **New Panhellenic Voice**

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Street: Greek Sporting Club, 7 Civin Drive, Senderwood, JOHANNESBURG  
Tel: (011) 453 3794  
Fax: (011) 453 3778  
E-mail MW 828

### **Overvaal Stereo**

Mail: PO Box 934, VILJOENSKROON, 9520  
Street: 67 Engelbracht Street, VILJOENSKROON  
Tel: (056) 343 2077  
Fax: (056) 343 2078  
E-mail [stereo@lantic.co.za](mailto:stereo@lantic.co.za)  
Frequency FM 96.1  
cy

### **Pretoria Radio**

Mail: Posbus 14935, SINOVILLE, 0129  
Street: 378 Brown Pretoria Street, PRETORIA  
Tel: (012) 543 0120

Fax: (012) 567 7394  
E-mail [bestuur@radiopretoria.co.za](mailto:bestuur@radiopretoria.co.za)  
Frequency FM 104.2  
cy

### **Radio 7**

Mail: PO Box 2185, HERMANUS, 7200  
Street: Radio 7, Bergsight Street, Sandbaai, HERMANUS  
Tel: (028) 316 4900  
Fax: (028) 316 4905  
E-mail [radio7@maxitec.co.za](mailto:radio7@maxitec.co.za)  
Frequency FM 87.7  
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Street: SB van Zyl Building, 133 Church Street, GRAAF- REINET  
Tel: (049) 892 5716  
Fax: (049) 892 5716  
Frequency FM 90.2  
cy

### **Radio 786**

Mail: PO Box 364, GATESVILLE, 7766  
Street: Radio 786 Building, 05 Ernest Road, Rylands, GATESVILLE  
Tel: (021) 699 1786  
Fax: (021) 699 0786  
Frequency FM 100.4  
cy

### **Radio Atlantis**

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Street: 1 Dolly Busine Centre, Ardennes, ATLANTIS  
Tel: (021) 572 4320/3146  
Fax: (021) 572 4320  
E-mail [rafm@mweb.co.za](mailto:rafm@mweb.co.za)  
Frequency FM 107.9  
cy

### **Radio Kwezi**

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Street: Silverstream Farm, KRANSKOP, 3268

Tel: (032) 481 5520/2520  
Fax: (032) 481 5523  
E-mail [peter@khwezi.org.za](mailto:peter@khwezi.org.za)  
Frequency FM 90.5  
cy

### **Radio KingFisher**

Mail: PO Box 34403, NEWTON PARK, 6005  
Street: Manie Steyn Trust Building, 34 Newton Street, NEWTON PARK  
Tel: (041) 365 5785  
Fax: (041) 364 1038  
E-mail [rkinfo@rkf.co.za](mailto:rkinfo@rkf.co.za)  
Frequency FM 103.8  
cy

### **Radio Mafisa**

Mail: PO Box 7047, RUSTENBURG, 0300  
Street: 161 Malan Street, RUSTENBURG  
Tel: (014) 592 7620  
Fax: (014) 592 3072  
E-mail [moyo@mweb.co.za](mailto:moyo@mweb.co.za)  
Frequency FM 89.9  
cy

### **Radio Maritzburg**

Mail: PO Box 3446, PIETERMARITZBURG, 3200  
Street: Publicity House Building, 177 Commercial Road, PIETERMARITZBURG  
Tel: (033) 342 4650  
Fax: (033) 342 6510  
Frequency FM 107.6  
cy

### **Radio Rippel**

Mail: PO Box 9121905, SILVERTON, 0161  
Street: 30 Dehaulland Crescent, Persequo Park, SILVERTON  
Tel: (012) 349 2574  
Fax: (012) 349 2578  
E-mail [kobus@ripple.org.za](mailto:kobus@ripple.org.za)  
Frequency FM 90.5  
cy

### **Radio Shimla**

Mail: PO Box 659, University of Free State, BLOEMFONTEIN, 9300  
Street: Medical Centre, University of Free State, BLOEMFONTEIN  
Tel: (051) 448 2048  
Fax: (051) 444 0851  
E-mail [directoe@rsm.co.za](mailto:directoe@rsm.co.za)  
Frequency FM 97.0  
cy

### **Radio Teemaneng**

Mail: PO Box 1895, KIMBERLEY, 8301  
Street: Old Pescod Building, 31 Scalan Street, New Park, KIMBERLEY  
Tel: (053) 833 3786  
Fax: (053) 833 3787  
Frequency FM 89.1  
cy

### **Radio TNG**

Mail: Private Bag X07, PRETORIA NORTH, 0116  
Street: TNG Main Campus, Two College Road, SOSHANGUVE, 0116  
Tel: (012) 799 9257  
Fax: (012) 799 9256  
Frequency FM 96.2  
cy

### **Radio Today**

Mail: PO Box 2820, PARKLANDS, 2121  
Street: 176 Jan Smuts Avenue, PARKTOWN NORTH, 0193  
Tel: (011) 880 0369  
Fax: (011) 880 5839  
Frequency FM 106.3, MW 1485  
es

### **Radio Turf**

Mail: Private Bag X1106, SOVENGA, 0727, POLOKWANE  
Street: New Administration Block, University of the North, Sovenga, POLOKWANE  
Tel: (015) 268 3062/3  
Fax: (015) 267 0152  
E-mail [turffm@unin.ac.za](mailto:turffm@unin.ac.za)  
Frequency FM 103.8  
cy

### **Radio Tygerberg**

Mail: PO Box 4321, TYGERVALLEY, 7536

Street: Noble Park, cnr Corie and Old Paarl Streets, BELLVILLE  
Tel: (021) 948 8801  
Fax: (021) 948 8870  
E-mail [r-tyger@iafrica.com](mailto:r-tyger@iafrica.com) or [news@104fm.org.za](mailto:news@104fm.org.za)  
Frequency FM 96.7  
cy

### **Radio Panorama**

Mail: PO Box 605, HENNENMAN, 9445  
Street: 25 Maryna Street, HENNENMAN  
Tel: (057) 573 1005/6  
Fax: (057) 573 1007  
E-mail [panorama@lantic.net](mailto:panorama@lantic.net)  
Frequency FM 107.6  
cy

### **Radio Rosestad**

Mail: PO Box 28894, DANHOF, 9310  
Street: Cockram Avenue, Groenvlei, BLOEMFONTEIN  
Tel: (051) 436 6744  
Fax: (051) 436 7340  
E-mail [haydee@radiorosestad.co.za](mailto:haydee@radiorosestad.co.za)  
Frequency FM 100.6  
cy

### **Radio West Rand**

Mail: PO Box 2566, WILROPARK, 1731  
Street: cnr Swart and Mimosa Streets, WILROPARK  
Tel: (011) 768 0270-3  
Fax: (011) 768 0274  
E-mail [wesrand@worldonline.co.za](mailto:wesrand@worldonline.co.za)  
Frequency FM 90.7  
cy

### **Rhodes Music Radio**

Mail: PO Box 94, GRAHAMSTOWN, 6140  
Street: 1st Floor, Student Union Building, Prince Alfred Street  
Tel: (046) 603 8848  
Fax: (046) 622 8608  
E-mail [info@rmr.ru.ac.za](mailto:info@rmr.ru.ac.za)  
Frequency FM 89.7  
cy

### **Rainbow fm**

Mail: PO Box 69, ROODEPOORT, 1725  
Street: SIM Communication Centre, 16 Mare Street, ROODEPOORT  
Tel: (011) 763 7440  
Fax: (011) 763 6962  
E-mail [info@rainbowfm.co.za](mailto:info@rainbowfm.co.za)  
Frequency FM 90.7  
cy

### **Soshanguve Community Radio**

Mail: PO Box 200, SOSHANGUVE, 0152  
Street: Shop 45, NAFCOC Centre, SOSHANGUVE  
Tel: (012) 799 6054  
Fax: (012) 799 8334  
Frequency FM 93.0  
cy

### **Tuks fm**

Mail: PO Box 13762, HATFIELD, 0028  
Street: Student Centre, 3rd Floor, University of Pretoria, PRETORIA  
Tel: (012) 362 5316/7  
Fax: (012) 342 5313  
E-mail [jay@tuksfm.co.za](mailto:jay@tuksfm.co.za)  
Frequency FM 107.2  
cy

### **UCT Radio**

Mail: Private Bag X31, Rhodes Gift, RONDEBOSCH, 7700  
Street: Third Floor Leslie Social Science Building, University Avenue, University of Cape Town, RONDEBOSCH  
Tel: (021) 686 1870  
Fax: (021) 686 1871  
E-mail [caseymeil@hotmail.com](mailto:caseymeil@hotmail.com)  
Frequency FM 104.5  
cy

### **Unitra Community Radio**

Mail: Private Bag X01, Unitra, UMTATA, 5117  
Street: Unitra Community Radio, Old Library Building, Nelson Mandela Drive, Unitra, UMTATA  
Tel: (047) 502 2829/2875  
Fax: (047) 502 2801  
E-mail [ucrfm@hotmail.com](mailto:ucrfm@hotmail.com)  
Frequency FM 97.0  
cy

### **Univen Radio**

Mail: Private Bag X5050, THOHOYANDOU, 0950  
Street: Library Building, University of Venda, THOHOYANDOU  
Tel: (015) 962 8336  
Fax: (015) 962 4741  
E-mail [univenradio@univen.ac.za](mailto:univenradio@univen.ac.za)  
Frequency FM 99.8  
cy

### **Vaal Community Radio (VCR)**

Mail: PO Box 301, VEREENIGING, 1930  
Street: Mario Milan Drive, Riviera Country Club, VEREENIGING  
Tel: (016) 455 4080/1/2/3  
Fax: (016) 455 4084  
E-mail [vcr@telkomsa.net](mailto:vcr@telkomsa.net)  
Frequency FM 90.6  
cy

### **Voice of the Cape**

Mail: PO Box, VLAEBERG, 8018  
Street: Sablay Building, 2 Queenspark Avenue, Salt River, CAPE TOWN  
Tel: (021) 447 7262  
Fax: (021) 447 7271  
E-mail [voc@mweb.co.za](mailto:voc@mweb.co.za)  
Frequency FM 100.4  
cy

### **Vukani Community Radio**

Mail: PO Box 373, ELLIOT, 5460  
Street: 327 Calusa Building, cnr Bashee Street and Umzimvubu Road, CALA  
Tel: (047) 877 0095  
Fax: (047) 877 0143  
E-mail [vukani@awe.co.za](mailto:vukani@awe.co.za)  
Frequency FM 100.3  
cy

### **Zibonele Community Radio**

Mail: PO Box 294, KHAYELITSHA, 7783  
Street: Sanco Building, DD Block, Manyano Street, Town 2, KHAYELITSHA  
Tel: (021) 361 9344  
Fax: (021) 361 5194  
E-mail: [zibonele@sn.apc.org](mailto:zibonele@sn.apc.org)  
Frequency FM 92.2  
cy